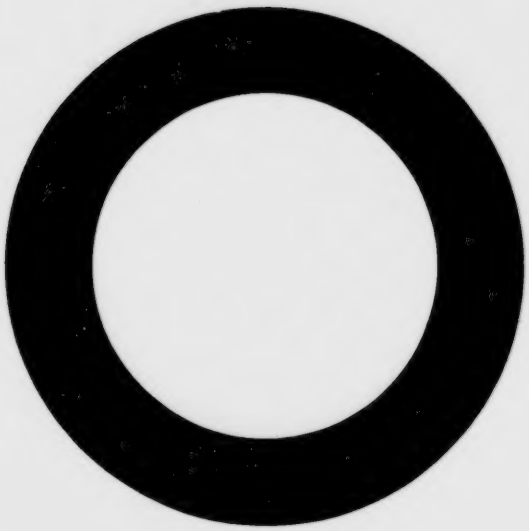

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United Nations Assistance Mission in Afghanistan

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for 2017 for the United Nations Assistance Mission in Afghanistan in the amount of $170,166,900 (net) ($183,032,500 gross).

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I. Overview of the Mission

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Council in its resolutions 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), 1746 (2007), 1806 (2008), 1868 (2009), 1917 (2010), 1974 (2011), 2041 (2012), 2096 (2013), 2145 (2014) and 2210 (2015). By its resolution 2274 (2016), the Council decided to extend the mandate of UNAMA until 17 March 2017.

2. Afghanistan continues to face significant political, security and economic challenges, which are expected to last into 2017. The Government's efforts to pursue its ambitious reform agenda, including electoral reform and possible constitutional changes, are affected by an increasingly vocal political opposition and the effects of an intense armed conflict. Notwithstanding efforts to reform public administration, governance across the country continues to be affected by corruption and impunity. The armed conflict brings high levels of civilian casualties, violations of human rights and population displacement, and impedes the delivery of social services and humanitarian and development assistance. The economy remains fragile, with low levels of growth, high levels of unemployment, capital flight and outward migration, and the country remains vulnerable to natural disasters.

3. The Government has taken concrete steps towards electoral reform. In September 2016, an amended electoral legal framework was put in place which partially incorporated the recommendations of the Special Electoral Reform Commission. In the same month, the process to nominate election commissioners commenced. Despite the announcement of parliamentary and district council elections by the Independent Election Commission for October 2016, the elections did not take place as planned. In October, the Government further reaffirmed its commitment to take steps to implement in 2017 essential electoral reforms and prepare for elections.

4. There has been only limited progress in advancing peace and reconciliation, despite renewed efforts to launch a peace process. The Quadrilateral Coordination Group on the Afghan peace and reconciliation process, agreed to in December 2015, met five times between January and May 2016. This effort stalled after the Taliban announced the start of its spring offensive (Operation Omari) on 12 April. An attack by the Taliban on 19 April in Kabul, which killed 56 and wounded 337 civilians, diminished the immediate prospects for peace. Uncertainty over the prospect for direct talks between the Government and the Taliban increased with the killing on 21 May of the Taliban leader, Mullah Mansoor, in a drone strike by the United States of America in the Balochistan province of Pakistan and the announcement on 25 May by the Taliban of his successor, Haibatullah Akhundzada. While the Taliban continued steadfastly to reject calls to enter into direct talks, a peace agreement was signed by the Government and Gulbuddin Hekmatyar's Hizb-i Islami on 29 September.

5. Efforts to promote regional cooperation continued, including through the Heart of Asia-Istanbul Process, with a focus on counter-terrorism and regional connectivity. The ground-breaking ceremony for the Central Asia South Asia Electricity Transmission and Trade Project (CASA 1000) was held in Tajikistan on

12 May. A transit corridor agreement between Afghanistan, India and the Islamic Republic of Iran signed on 23 May is expected to facilitate trade with Central Asia and provide Afghanistan with sea access through the port of Chabahar, Islamic Republic of Iran.

6. Afghanistan's economic recovery remains slow, with the World Bank and the International Monetary Fund projecting a 2016 growth rate of 1.9 per cent and 2 per cent, respectively. Greater economic growth is dependent on improved security, meaningful progress on key reforms, sustained international support and other confidence-building measures. Security sector spending consumes the largest share of the budget, which is heavily dependent on donor support. There is concern as to whether the Government will have the capacity, at least in the medium-term, to generate sufficient revenue to sustain itself, ensure security, deliver key social services and stimulate the licit economy. A draft national peace and development framework was prepared by the Government and shared with international donors for feedback in May. This document, once finalized, is expected to serve as the basis for discussions at the Brussels Conference on Afghanistan in October, at which donors will be asked to make new pledges for the period 2017-2020.

7. The Government's efforts to advance its anti-corruption agenda have included the establishment of a High Council on Governance, Justice and Anti-Corruption to oversee the drafting and implementation of the national anti-corruption policy and strategy; the creation of a specialized national jurisdiction anti-corruption court and a corresponding prosecution unit in the Office of the Attorney General which was functional just before the Brussels Conference on Afghanistan; and strengthening the existing major crimes taskforce to support anti-corruption investigations. President Ghani reiterated the Government's commitments to addressing corruption during the Anti-Corruption Summit held on 12 May in London and outlined Afghanistan's strategy for combating corruption. Some progress has also been made in countering corruption in public administration and the justice sector. This includes dismissal of civil servants and a significant increase in judicial and prosecution staff terminated and charged with corruption offences.

8. The ongoing conflict continues to negatively affect the human rights situation. UNAMA documented 3,165 civilian casualties (927 killed and 2,238 injured) between 1 January and 30 April 2016, a 6 per cent increase over 2015. Ground engagements continue to be the leading cause of civilian casualties, followed by complex and suicide attacks, improvised explosive devices and targeted killings. Following the Taliban attack in Kabul on 19 April, the Government acted to enforce the death penalty for those convicted of national security crimes and executed six individuals convicted of serious crimes and crimes against civilians. Serious concerns remain as to whether these and other individuals convicted on national security charges and sentenced to the death penalty have received fair trials. With regard to women's rights and gender equality, the rights of women and girls in parts of the country are being denied, particularly their access to education, their freedom of movement and by parallel justice system punishments imposed by anti-government elements. While a strategy and action plan on the elimination of violence against women was approved by the Cabinet committee on women and gender affairs on 11 June, discussions continue between the Government and donors on financing arrangements for the national action plan for the implementation of Security Council resolution 1325 (2000). Progress has been made towards preventing recruitment of children by Afghan security forces.

9. On the security situation, the first four months of 2016 witnessed a new high in the numbers of reported armed clashes between pro-government forces and anti-government elements. There was, however, an overall 4.5 per cent reduction in the total number of all types of security incidents reported between 1 January and 30 April 2016, as compared with the same period last year. The Afghan National Defence and Security Forces remain under significant pressure, specifically in Faryab, Kunduz, Baghlan, Helmand, Uruzgan, Kunar and Nangarhar provinces. As a result, there has been an increased use of airpower and continuing support from international military forces. It is expected that the Taliban will continue high-profile attacks in Kabul and other regional centres in 2016.

Cooperation with other entities

10. The Mission works with the United Nations country team in line with the 2015-2019 United Nations Development Assistance Framework and associated action plans to reinforce coherence, coordination, efficiency and alignment among country team programmes and with the Government's national priority programmes. In particular, UNAMA works with the country team on matters relating to rule of law and governance. The Mission focuses on the provision of policy support, while the relevant United Nations agencies, funds and programmes focus on operational matters and programmatic activities, including capacity-building.

11. The Mission and the country team share a number of common services and premises throughout Afghanistan to realize efficiencies. Additional information on substantive programme activities implemented by UNAMA in conjunction with the United Nations agencies, funds and programmes is provided in annex III. The Security Management Team under the designated official addresses issues of common security management and services, including the coordination of security arrangements on a cost-sharing basis at the multi-agency compounds where common services agreements have been established and overseeing common security standards with regard to offices, emergency procedures, aviation and road movements, risk management and provision of standardized training for United Nations personnel, for which a common approach is essential to ensure the safety of United Nations personnel, assets and programmes.

12. With respect to cost-sharing initiatives and collaboration with other missions in support areas, UNAMA and the United Nations Assistance Mission for Iraq (UNAMI) jointly established the Kuwait Joint Support Office in December 2012 to advance inter-mission cost-sharing arrangements. Efforts towards optimizing sharing of support services and associated costs will continue in 2017, together with measures for improving service delivery in the field. Details regarding the work of the Kuwait Office are provided in section III.B, Staffing requirements. Given the division of work between UNAMA and the Kuwait Office and the large complement of national staff in UNAMA, considerable effort will need to be directed towards the implementation of Umoja human resources processes for national staff (Umoja cluster 5).

13. Regarding regional cooperation, UNAMA facilitates engagement of a number of United Nations entities involved in the Heart of Asia-Istanbul Process, such as the Economic and Social Commission for Asia and the Pacific, the Counter-Terrorism Implementation Task Force, the Analytical Support and Sanctions

Monitoring Team pursuant to Security Council resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities, the United Nations Office on Drugs and Crime, the United Nations Educational, Scientific and Cultural Organization, the United Nations Development Programme (UNDP) and the Office for the Coordination of Humanitarian Assistance of the Secretariat. The Mission also works with the United Nations Regional Centre for Preventive Diplomacy for Central Asia to facilitate dialogue and cooperation between Afghanistan and other Central Asian countries. The Mission also engages with non-United Nations entities, such as the Economic Cooperation Organization and the Organization of Islamic Cooperation, on regional connectivity and trade cooperation and on Afghanistan's peace and reconciliation process, respectively.

Planning assumptions for 2017

14. Afghanistan is likely to continue to face further political, economic and security challenges in 2017. Cohesion in the National Unity Government will be critical for the successful implementation of the Government's ambitious reform agenda, including measures to combat corruption and address impunity, which are essential in order to boost public and investor confidence. Although electoral and constitutional reforms and parliamentary and district council elections may heighten underlying tensions in the short term, the conduct of credible, inclusive and transparent electoral processes would be an achievement. The prospects for a peace process in the short term have diminished. Regional and wider international community support for economic development, the security sector and strengthened rule of law will be vital in order to foster an environment conducive to good governance, sustainable development and human security.

15. The security outlook remains volatile and may deteriorate. Anti-government elements are expected to continue to test the capacity of the Afghan National Defence and Security Forces and may succeed in capturing territory, particularly in remote areas, and control of overland transportation routes may be affected. The effectiveness of the Defence and Security Forces may benefit from new senior appointments at the local and national levels and from renewed commitments of international assistance, but be harmed by high rates of attrition, which are expected to continue. The resurgence of local militias aligned with political leaders is another factor that may erode cohesion in the security sector, undermine the rule of law and government legitimacy and cause greater instability. Other armed opposition groups such as the Islamic Movement of Uzbekistan and the Islamic State in Iraq and the Levant — Khorasan Province (ISIL-KP), which have a limited presence in pockets of northern and eastern Afghanistan respectively, are expected to remain active. The conflict, combined with criminal activities undertaken by illegally armed groups, is likely to exacerbate insecurity and adversely affect United Nations operations, including humanitarian access.

16. Afghanistan's economic fragility will remain a key concern. While the Government is expected to secure pledges for its security and development sectors at international conferences in 2016, donor funding is unlikely to match the previous level of support, which is likely to affect economic growth. Fiscal sustainability, particularly with respect to the security sector, will continue to be a matter of concern. The economy will continue to be distorted by the illicit economy

and aid dependency. While some donors and regional actors have expressed interest in supporting the development of regional transport connectivity, extractive industries and energy transit infrastructure through Afghanistan, these are longer term initiatives.

17. Respect for international human rights and international humanitarian law, including the protection of civilians in armed conflict and upholding the human rights of women and children, will remain key concerns. With the trend towards increased ground engagements between pro-Government forces and anti-government elements, it is highly likely that civilian casualties and the number of communities displaced as a result of the conflict will continue to rise. The situation will become more acute should anti-government elements capture urban areas.

Strategic priorities and plans for 2017

18. The Mission's strategic priorities are based on Security Council resolution 2274 (2016), by which the Council decided to extend the mandate of the Mission until 17 March 2017. Guided by the principles of Afghan sovereignty, leadership and ownership, the Mission will remain focused on the following three priorities:

(a) **Political support**. The Mission will provide good offices support to inclusive Afghan-led and owned political processes, upon the request of and in close consultation with the Government. While a peace process is unlikely in the short term, the Mission will continue to engage actively with the parties to the conflict to promote direct talks, identify possible entry points and develop, pursue and support initiatives designed to advance a peace process. The Mission will further support the Government's electoral reform efforts and Afghan electoral management bodies in the organization of elections, as well as the implementation of measures necessary for transparent, inclusive and credible elections and enhanced sustainability of electoral processes. The latter will include facilitating coherent support from donors and the broader international community. The Mission will also support the Government's calls for greater regional engagement by promoting regular and structured bilateral and multilateral political dialogue between Afghanistan and its neighbours, in particular through the Heart of Asia-Istanbul Process confidence-building measures;

(b) **Human rights**. UNAMA, with the support of the Office of the United Nations High Commissioner for Human Rights, will promote accountability towards, and full implementation of, the fundamental freedoms and human rights provisions of the Afghan Constitution and international treaties to which Afghanistan is a State party and, in particular, those regarding the full enjoyment by women of their human rights. The Mission will continue to focus on five priorities: (i) monitoring and advocating with all parties to the conflict for the protection of civilians, in accordance with international humanitarian law, with a special focus on children in armed conflict; (ii) promoting the elimination of violence against women and enabling their access to justice; (iii) improving detention practices by supporting the Government's implementation of a national action plan on the elimination of torture and its efforts to end arbitrary detention; (iv) cooperating with and strengthening the capacity of the Afghanistan Independent Human Rights Commission; and (v) working with civil society to preserve its ability to articulate the human rights claims of Afghans and engage them, country-wide, on issues

related to human rights, peace and reconciliation. Finally, UNAMA will cooperate with UNDP and other agencies concerned to ensure compliance with the United Nations human rights due diligence policy on United Nations support to non-United Nations security forces with regard to support provided to Afghan security institutions;

(c) **Development coherence**. UNAMA will promote coherent and coordinated support on the part of the international community for the Government's national development strategy, which promotes the objectives of the Transformation Decade (2015-2024). The Mission will continue to advocate predictable and balanced financial commitments and support efforts to increase mutual accountability and the transparency and effectiveness of aid use. It will advocate commitments made in the Government's "Realizing Self-Reliance: Commitments to Reforms and Renewed Partnership" paper, presented at the London Conference on Afghanistan in December 2014. In preparation for the 2016 Brussels Conference on Afghanistan, UNAMA will support the Government-led policy dialogue with development partners and facilitate civil society participation. The Mission will facilitate the coordination of policy development and partnerships, including in the areas of rule of law and governance, to foster an environment more conducive to economic development and private sector investment.

19. The Mission's field presence will continue to be critical for the implementation of the mandate of UNAMA. Field offices will provide support through good offices, as appropriate, to local-level conflict management and resolution efforts, as well as to any Afghan-led and owned peace and reconciliation initiatives; advocate, monitor and report on human rights issues; and provide the Mission headquarters with reporting and analysis on mandate-related issues and emerging trends. In addition, the field offices will continue to work with United Nations agencies, funds and programmes to coordinate, facilitate and report on humanitarian needs and interventions and to negotiate humanitarian access.

II. Mission mandate and planned results

Table 1
Performance information for 2016

Expected accomplishment	
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	
Planned indicators of achievement	**Actual indicators of achievement**
(i) Political outreach with all actors to support the Afghan-led peace and reconciliation process, implemented through the High Peace Council and associated bodies	*Is it likely that the targets will be achieved by the end of 2016?*
Performance measures	Partly, due to restructuring of the High Peace Council and the closure of the Afghanistan Peace and Reintegration Programme in March
The High Peace Council and associated bodies actively engage in outreach, confidence-building, negotiation and grievance resolution	*Actual accomplishments achieved from January to May 2016*
The Afghanistan Peace and Reintegration Programme Provincial Joint Secretariat Teams or their successors provide effective support for the reintegration of former combatants and associated projects	The High Peace Council and Gulbuddin Hekmatyar's Hizb-i Islami entered into negotiations and a draft peace agreement was formulated, but it has yet to be finalized
	Prospects for peace talks between the Government and the Taliban diminished following the latter's stated refusal to participate and the launching of the spring offensive, including the 19 April attack in Kabul
	Projected accomplishments to be achieved between June and December 2016
	A peace agreement between the Government and Hizb-i Islami may be finalized
	The Afghanistan Peace and Reintegration Programme has ended and there is uncertainty as to the scope, shape and commencement date for its successor programme
	Local-level outreach for peace and conflict resolution is expected to continue. However, until the successor for the Afghanistan Peace and Reintegration Programme is established, the Government's ability to provide resources for peace and reconciliation endeavours will be limited

(ii) Increased inter and intracommunity dialogue at the local level, including with women, to promote peace and stability

Performance measures

Number of gatherings of local community representatives conducted by UNAMA

(Target 2016: 11)

Is it likely that the target will be achieved by the end of 2016?

Yes

Actual accomplishments achieved from January to May 2016

UNAMA facilitated 25 gatherings of local community representatives, including women, to promote peace and security

Projected accomplishments to be achieved between June and December 2016

At least 10 more local community gatherings will be held

(iii) Reduced number of intra-Afghan and local conflicts such as tribal conflicts, land disputes, ethnic conflicts, conflicts among political parties and disputes over government appointments

Performance measures

Number of deconfliction initiatives undertaken through UNAMA good offices and political outreach

(2014: 62; 2015: 54; target 2016: at least 60)

Is it likely that the target will be achieved by the end of 2016?

Yes, subject to security conditions

Actual accomplishments achieved from January to May 2016

UNAMA conducted 26 deconfliction initiatives

Projected accomplishments to be achieved between June and December 2016

At least 30 additional deconfliction initiatives

(iv) Increased government engagement in the implementation and planning of elections, including efforts to strengthen their sustainability, integrity and inclusiveness

Performance measures

Target 2016: the capacity of the Government to conduct elections is consolidated in line with its reform agenda "Realizing Self-Reliance"

Electoral reforms are undertaken in line with the agreement establishing the National Unity Government

Parliamentary and district council elections are conducted in accordance with an Independent Election Commission calendar

Is it likely that the target will be achieved by the end of 2016?

Partly

Actual accomplishments achieved from January to May 2016

Overall, progress on electoral reform and preparations for holding elections on 15 October as announced by the Independent Election Commission has been limited. The Government reinitiated implementation of electoral reforms by issuing two new legislative decrees on 28 February, amending the election law and the law on the structure, duties and authorities of both electoral management bodies. The election law implements some of the recommendations of the Special Commission on Electoral Reform, including on the definition of electoral violations and crimes, campaign finance regulation and establishment of a permanent media commission. However, the decree on the law on the structure, duties and authorities of the election management bodies has provisions that are

	contrary to recommendations of the Commission and new amendments to that law remain pending in the National Assembly
	Projected accomplishments to be achieved between June and December 2016
	Depending on the priorities and decisions of the Government, implementation of electoral reforms may gain momentum, and the Independent Election Commission may start preparations for the holding of future electoral processes
(v) Increased regional cooperation activities and confidence-building measures	*Is it likely that the targets will be achieved by the end of 2016?*
Performance measures	Yes
Number of regional technical group meetings	*Actual accomplishments achieved from January to May 2016*
(2014: 2; 2015: 7; target 2016: 6)	UNAMA provided advice and support to:
Number of Senior Officials Meetings	– Three regional technical working group meetings
(2014: 3; 2015: 3; target 2016: 3)	– One Senior Officials Meeting
Ministerial conference on the Istanbul Process held to review the progress of confidence-building measures	*Projected accomplishments to be achieved between June and December 2016*
	Three additional regional technical group meetings
	Three additional Senior Officials Meetings
	A ministerial conference on the Istanbul Process

Expected accomplishment

(b) Progress towards reform of the Afghanistan security sector and the rule of law

Planned indicators of achievement	**Actual indicators of achievement**
(i) Improved accountability and responsiveness of the Afghan National Police to communities, particularly the provision of access to justice for women and children	*Is it likely that the targets will be achieved by the end of 2016?*
Performance measures	Partly
The number of community consultations held	*Actual accomplishments achieved from January to May 2016*
(2014: 19; 2015: 112; target 2016: 30)	50 community consultations on access to justice, including for women and children
The number of safety outreach visits conducted in districts and provinces	30 safety outreach visits
(2014: 19; 2015: 79; target 2016: 30)	A gender policy was adopted by the Ministry of the Interior in February. UNAMA is also advocating for the establishment of a complaints mechanism for policewomen, which is pending ministerial approval
The complaints mechanism of the Ministry of the Interior to protect policewomen formalized	

	Projected accomplishments to be achieved between June and December 2016
	80 additional community consultations
	50 additional safety outreach visits
	The complaints mechanism for policewomen is formally approved
(ii) Adoption of laws and other legal instruments	*Is it likely that the targets will be achieved by the end of 2016?*
Performance measures	Yes, except for the prison law, proposed amendments to the access to information law and the private investment policy
– Target 2016: progress made on the following laws and legal instruments:	*Actual accomplishments achieved from January to May 2016*
– The penal code submitted to the National Assembly	The final revised draft of the penal code is undergoing final review by a committee established by the criminal law reform working group prior to submission to Cabinet and thereafter to the National Assembly
– Criminal procedure code guidelines approved	The second revision of the criminal procedure code guidelines is complete
– The land management law, the expropriation law, the chamber of commerce law, the prison law and amendments to the access to information law adopted by the National Assembly	The High Council on Governance, Justice and Anti-Corruption is reviewing the draft land management law and expropriation law
	Amendments to the 2012 chamber of commerce law are under Cabinet consideration
– A policy on usurped land recovery and restitution approved by the Council of Ministers	The policy on usurped land and recovery was approved
– The private investment policy implemented incrementally	The Ministry of Commerce and Industry is continuing implementation of the private investment law
	Projected accomplishments to be achieved between June and December 2016
	The revised draft penal code will be passed by the National Assembly
	The final code of criminal procedure guidelines will be approved
	The draft land management and expropriation laws will be submitted to the National Assembly for approval
	The Afghanistan Land Authority will revise its policy on usurped land by criminalizing land usurpation and enabling recovery and restitution

(iii) Improved coordination of the justice sector	*Is it likely that the target will be achieved by the end of 2016?*
Performance measures	Yes
The number of provincial justice coordination meeting forums operational in provinces	*Actual accomplishments achieved from January to May 2016*
(2014: 32; 2015: 34; target 2016: 24)	UNAMA facilitated 56 provincial justice coordination meetings and 5 board of donors meetings and held 13 meetings with the Government on land-related policies and laws
The number of board of donors (justice sector) meetings yearly	*Projected accomplishments to be achieved between June and December 2016*
(Target 2016: 11)	60 additional provincial justice coordination meetings
The number of meetings with the Government to improve coordination, policy advice and advocacy on the implementation of land-related policies and laws	Six additional board of donors meetings
(Target 2016: 18)	A minimum of six meetings with the Government
(iv) Improved conditions in Afghan detention facilities and corrections centres	*Is it likely that the target will be achieved by the end of 2016?*
Performance measures	Yes
Target 2016: basic health services are delivered to all detention facilities and corrections centres in accordance with the memorandum of understanding between the Ministry of Public Health and the Ministry of the Interior	*Actual accomplishments achieved from January to May 2016*
	A comprehensive assessment of prison health services undertaken by UNAMA in March established that basic health services were being delivered to all detention facilities and corrections centres. An implementation plan for six key UNAMA recommendations is being developed
	Projected accomplishments to be achieved between June and December 2016
	Partnerships between international donors and the Ministries of the Interior and of Public Health in support of the above-mentioned implementation plan are expected to be in place

Expected accomplishment

(c) Increased respect for human rights in Afghanistan

Planned indicators of achievement	Actual indicators of achievement
(i) Strengthened efforts to combat violence against women	*Is it likely that the target will be achieved by the end of 2016?*
Performance measures	Yes
The number of recommendations in the Mission's report on women's rights that are implemented, in order to strengthen the implementation of relevant legislation for cases involving violence against women	*Actual accomplishments achieved from January to May 2016*
(Target 2016: 10)	5 recommendations from the UNAMA report on women's rights were implemented
The number of reported violence against women cases that have access to justice	140 reported violence against women cases with access to justice were documented
(2015: 110; target 2016: 150)	500 cases of violence against women were followed up by UNAMA
The number of cases of violence against women monitored and followed up by UNAMA	Revisions to the Penal Code, including incorporation of definitions of crimes contained in the decree on the law on the elimination of violence against women and the full definitions of war crimes and crimes against humanity contained in the Rome Statute, are in final review before submission to the Cabinet
(2014: 818; 2015: 953; target 2016: 1,200)	*Projected accomplishments to be achieved between June and December 2016*
Incorporation into the revised Penal Code of crime definitions in the decree regarding the law on the elimination of violence against women in line with Government policy on incorporating all crimes currently included in special laws into one penal code	The revised draft Penal Code will be approved
	Five additional recommendations from the UNAMA report are implemented
	At least 10 more reported violence against women cases with access to justice will be documented
	700 additional cases of violence against women will be followed up
(ii) Increased participation of women in the process of political and security transition in accordance with Security Council resolution 1325 (2000)	*Is it likely that the target will be achieved by the end of 2016?*
	Partly
Performance measures	*Actual accomplishments achieved from January to May 2016*
Note: This indicator of achievement was introduced in the 2016 framework and no specific performance measures were set at that time. This gap has been addressed in the 2017 framework, which includes three numerical performance measures for this indicator	The restructuring of the High Peace Council included the appointment of a female deputy head and two women advisers
	Women's representation in provincial and district councils was raised to a minimum of 25 per cent in Legislative Decree No. 158 issued on 28 February

	Implementation of the national action plan on Security Council resolution 1325 (2000) is pending a mapping exercise to ascertain allocation of funding streams. While it is unclear whether Government funding is available, sufficient donor funding exists
	Projected accomplishments to be achieved between June and December 2016
	Financing mechanisms for implementing the national action plan are likely to be in place
(iii) Improved respect for international human rights and humanitarian laws to ensure the protection of civilians in armed conflict	*Is it likely that the target will be achieved by the end of 2016?*
Performance measures	No. In the first quarter of 2016, civilian casualties continued to rise (1,943 civilian casualties: 600 killed and 1,343 injured), mainly owing to increased ground engagements countrywide
The number of civilian casualties is reduced	*Actual accomplishments achieved from January to May 2016*
(2014: 10,548; 2015: 11,002; target 2016: 10,000)	The Government has completed drafting the national civilian casualties prevention and mitigation policy, with technical advice and support from UNAMA
	The Government has incorporated all of the Rome Statute definitions of war crimes and crimes against humanity into the revised Penal Code, expected to be submitted to the National Assembly by the end of 2016, with technical advice and support from UNAMA
	The Civilian Casualties Avoidance and Mitigation Board met twice
	The Taliban made a partial admission of causing civilian casualties
	Projected accomplishments to be achieved between June and December 2016
	UNAMA continues its extensive outreach, advocacy and monitoring activities and has observed some mitigation measures being put in place by parties to the conflict. The Government will implement the national civilian casualties prevention and mitigation policy and transmit the revised Penal Code to the National Assembly. Should the current trend of increased ground engagements between parties to the conflict be continued, it would be likely to result in increased civilian casualties, particularly if anti-government elements seek to capture district and provincial centres

(iv) Improved respect for the human rights of conflict-related detainees	*Is it likely that the targets will be achieved by the end of 2016?*
Performance measures	Partly. To date there have been no investigations and prosecutions by Afghan authorities of torture and ill-treatment reported by conflict-related detainees. There has also been no documented reduction in reported incidents of torture and ill-treatment
The number of investigations and prosecutions of reported incidents of torture and ill-treatment	*Actual accomplishments achieved from January to May 2016*
(Baseline to be set in 2016)	The National Directorate for Security established an internal complaints mechanism to enable detainees to report torture or ill treatment
Decrease in reported incidents of torture and ill-treatment	The draft law criminalizing torture is being reviewed by the legislative department of the Ministry of Justice
(2014: 35 per cent; 2015: 15 per cent; target 2016: 15 per cent)	The Government submitted its first periodic report to the Committee against Torture with technical advice and support from UNAMA
Number of declarations to the Convention against Torture in 1987 withdrawn	*Projected accomplishments to be achieved between June and December 2016*
(Target 2016: 2)	The national preventive mechanism will be incorporated into the draft law criminalizing torture in late 2016. It is unclear whether the Government will withdraw its declarations to the Convention against Torture
Development of a national preventive mechanism and a national plan on the elimination of torture	
(v) Strengthened efforts to address transitional justice and impunity	*Is it likely that the target will be achieved by the end of 2016?*
Performance measures	No
Number of local road maps for peace implemented, in support of enhanced advocacy by Afghan civil society and the Afghanistan Independent Human Rights Commission on the promotion of an inclusive, rights-based, just and accountable peace process	*Actual accomplishments achieved from January to May 2016*
(Target 2016: 34)	None. The road maps are expected to be published in mid-2016
	Projected accomplishments to be achieved between June and December 2016
	All 34 road maps will be updated and published in consolidated regional volumes. Responsibility for implementation of the road maps rest with local civil society organizations, with technical support from UNAMA. Advocacy efforts by civil society organizations are expected to be relaunched at the national and subnational levels following publication of the road maps

(vi) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)

Performance measures

The number of recommendations articulated in the action plan and agreed road map implemented by the Government's Inter-Ministerial Steering Committee on Children and Armed Conflict

(Target 2016: 15)

Focused countrywide monitoring and reporting on grave child rights violations through monitoring and reporting mechanism on grave violations against children in situations of armed conflict (Security Council resolution 1612 (2005)) and use of the comprehensive global guidance note on attacks against schools and hospitals

Is it likely that the targets will be achieved by the end of 2016?

Partly

Actual accomplishments achieved from January to May 2016

Five recommendations were implemented:

- A presidential decree criminalizing underage recruitment in the Afghan National Defence and Security Forces entered into effect on 17 February
- National age assessment guidelines were endorsed
- A national birth registration strategy was developed
- Two new Child Protection Units were established in Afghan National Police recruitment centres (for a total of seven established Child Protection Units
- Unimpeded access was provided to United Nations monitors at detention and recruitment facilities

The Government continued implementing the action plan on the prevention of underage recruitment with technical advice and support from UNAMA. The Mission continues to advocate for implementation of the Safe Schools Declaration and published a special report on access to education and health care being at risk for children in Afghanistan in March

Projected accomplishments to be achieved between June and December 2016

Implementation of the presidential decree criminalizing underage recruitment, the national age assessment guidelines, the national birth registration strategy and the Safe Schools Declaration

While the Government is keen for Child Protection Units to be established in all 34 provinces, it is estimated that between three and eight additional Units will be established by the end of 2016

Draft legislation criminalizing *bacha bazi* (sexual exploitation and abuse of minors) will be passed

Increased Government adherence to juvenile justice standards for children detained on national security related charges

Expected accomplishment

(d) Increased effectiveness of development and humanitarian assistance provided to Afghanistan and improvement of Afghan institutions, with a focus on subnational governmental structures

Planned indicators of achievement	Actual indicators of achievement
(i) Increased effectiveness and strengthened integration and coherence throughout the activities of the United Nations system, and increased alignment with government development priorities and the "Realizing Self-Reliance" strategy adopted in December 2014 *Performance measures* Target 2016: 4 high-level consultations with the Government (2015: 2)	*Is it likely that the target will be achieved by the end of 2016?* Yes *Actual accomplishments achieved from January to May 2016* The United Nations country team finalized its 2016 action plan, which is aligned with government priorities and illustrates the United Nations working as one Arrangements to convene the first meeting of the Government-United Nations steering committee were under way in late May, with a view to the group initiating its work in June *Projected accomplishments to be achieved between June and December 2016* The Government-United Nations steering committee to guide the work of the United Nations Development Assistance Framework will meet twice. At least three consultations with senior government officials will take place in connection with the high-level meeting of the General Assembly on addressing large movements of refugees and migrants in September and the Brussels Conference on Afghanistan in October
(ii) Extension of national programmes to provinces *Performance measures* The number of policy dialogues organized to review the subnational governance policy (Target 2016: 5) The number of provincial plans approved and rolled out to the provinces The number of provincial municipalities in which public administration reform is implemented (Target 2016: 10)	*Is it likely that the targets will be achieved by the end of 2016?* No *Actual accomplishments achieved from January to May 2016* Two policy dialogues were conducted Roll-out of the provincial planning and budgeting policy will commence only in 2017 owing to the need for further preparation at the national level and the requisite budget Implementation of public administration reform was suspended in December 2015. Merit-based recruitment of municipal mayors continues, however

	Projected accomplishments to be achieved between June and December 2016
	Three additional policy dialogues will be conducted
	Merit-based appointment of municipal mayors is expected to continue
(iii) Improved ability of the Government of Afghanistan to identify and implement anti-corruption measures	*Is it likely that the target will be achieved by the end of 2016?*
Performance measures	Yes
The implementation and transparency of subnational oversight mechanisms will increase with the professionalization of public administration, together with the revision and implementation of the 2010 civil servants law	*Actual accomplishments achieved from January to May 2016*
	The civil servants law was revised to professionalize the civil service and is pending review by the Ministry of Justice
The number of Independent Joint Anti-Corruption Monitoring and Evaluation Committee recommendations accepted, implemented and reported upon, demonstrating that anti-corruption remains among the top priorities of the Government	The Government has implemented 30 Monitoring and Evaluation Committee recommendations. Notable progress was made in reforming land distribution processes in the Ministry of Refugees and Repatriation, development of stronger internal control mechanisms at the central bank of Afghanistan and simplification of civil service processes
	Projected accomplishments to be achieved between June and December 2016
	Adoption of the revised civil service law is expected by December
	The Government is likely to implement another 42 recommendations of the Monitoring and Evaluation Committee
(iv) Establishment and implementation of mechanisms to promote greater accountability and efficiency in the civil service	*Is it likely that the target will be achieved by the end of 2016?*
Performance measures	Yes
	Actual accomplishments achieved from January to May 2016
Number of civil servants who complete the Afghan Civil Service Institute core competency training	986 civil servants have received core competency training
(2014: 2,975; 2015: 2,529; target 2016: 2,000)	
The number of district governors recruited through the merit-based appointment process	58 district governors were recruited through merit-based appointment processes
(2014: 85; 2015: 59; target 2016: 15)	*Projected accomplishments to be achieved between June and December 2016*
	An additional 2,348 civil servants will receive core competency training subject to availability of funds
	31 additional district governors will be recruited

Expected accomplishment

(e) Enhanced implementation of the Afghanistan national development strategy benchmarks, London, Kabul and Tokyo Conference commitments and national priority programmes

Planned indicators of achievement	Actual indicators of achievement
(i) Strengthened collaboration between the Government and the international community in determining and implementing priorities through the Joint Coordination and Monitoring Board *Performance measures* Enhanced implementation of national development plans National priority programmes will be revised and aligned with the National Unity Government's "Realizing Self-Reliance" document	*Is it likely that the targets will be achieved by the end of 2016?* Partly *Actual accomplishments achieved from January to May 2016* A special meeting of the Joint Coordination and Monitoring Board in April reviewed progress towards implementing the Self-Reliance through Mutual Accountability Framework commitments Work on 4 out of 12 new or revised national priority programmes is reported to be on track and aligned with the Realizing Self-Reliance document A first draft of the Afghanistan National Peace and Development Framework was circulated to international donors for review in May *Projected accomplishments to be achieved between June and December 2016* The Government is likely to finalize the Afghanistan National Peace and Development Framework and the same four national priority programmes prior to the Brussels Conference in October. Implementation of the citizens' charter national priority programme is expected to commence before the end of the year
(ii) Strengthened government capacity to conduct effective donor coordination, and increased ability to manage, evaluate and monitor aid effectiveness *Performance measures* Progressive alignment of development assistance with government priorities, including assessment for integrating New Deal principles of aid effectiveness to support the implementation of the management policy	*Is it likely that the target will be achieved by the end of 2016?* Partly *Actual accomplishments achieved from January to May 2016* The Government has developed an ambitious new road map for public financial management reform and has circulated a draft to donors for feedback. The draft of the Afghanistan National Peace and Development Framework also reiterates the Government's endorsement of aid effectiveness and New Deal principles, with particular emphasis on the use of the budget in support of policy and alignment goals. Both the new public financial management reform road

	map and the Afghanistan National Peace and Development Framework will support, over time, further progress on aid effectiveness *Projected accomplishments to be achieved between June and December 2016* The Government is likely to finalize the Afghanistan National Peace and Development Framework before October and implementation of the new road map for public financial management reform is expected to start. Short-term indicators for development partnerships and aid effectiveness under the Self-Reliance through Mutual Accountability Framework will also be reviewed and updated at the Brussels Conference
(iii) Establishment of a fully functional monitoring and evaluation framework for the implementation of government priorities *Performance measures* *Note*: the performance measure for this indicator of achievement was removed from the 2016 framework as it was deemed outdated and no longer relevant. The indicator has been replaced with a revised indicator in the 2017 framework	*Is it likely that the target will be achieved by the end of 2016?* No. The monitoring and evaluation framework will be designed once the Afghanistan National Peace and Development Framework and the national priority programmes are finalized *Actual accomplishments achieved from January to May 2016* The Joint Coordination and Monitoring Board continued to monitor government and donor commitments under the Self-Reliance through Mutual Accountability Framework. At its last meeting, in April, civil society representatives voiced concern over the quality and pace of reforms, perceived corruption within the justice sector and the shrinking space for civil society and human rights defenders because of insecurity *Projected accomplishments to be achieved between June and December 2016* Once the Afghanistan National Peace and Development Framework and new national priority programmes are approved in 2017, discussions are likely to commence between the Government, donors and Afghan civil society on the design of a future monitoring and evaluation framework

Objective, expected accomplishments and indicators of achievement for 2017

20. The objective, expected accomplishments, indicators of achievement and performance measures for the mission for 2017 are set out below.

Table 2
Objective, expected accomplishments, indicators of achievement and performance measures for 2017

Objective: To promote peace and stability in Afghanistan

Expected accomplishments	Indicators of achievement
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	(i) Increased sustainability and credibility of future electoral processes in Afghanistan [revised]
	Performance measures
	Electoral reforms and future elections will be undertaken in line with the Government's reform agenda and commitment to hold credible, transparent and inclusive elections
	Government contributions to elections increase the sustainability and cost-effectiveness of the electoral process
	(ii) Increased regional cooperation activities and confidence-building measures, regional outreach and good offices
	Performance measures
	Number of initiatives and/or measures undertaken or implemented by States in the region to support the Afghan peace process [new measure]
	Target 2017: 4
	Number of regional technical group meetings
	Actual 2015: 7
	Estimate 2016: 6
	Target 2017: 6
	Number of Senior Officials Meetings
	Actual 2015: 3
	Estimate 2016: 3
	Target 2017: 4
	A ministerial conference on the Istanbul Process is held to review the progress of confidence-building measures

Expected accomplishments	*Indicators of achievement*		*Performance measures*		
			2017	*2016*	*2015*
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	(iii) Parties to the conflict demonstrate increased openness with respect to future peace talks and an all-inclusive peace and reconciliation process [new measure]	Target	4		
		Estimate			
		Actual			
	[Number of capacity-building and dialogue facilitation initiatives conducted at the request of the Government with the Afghan High Peace Council and other entities [new measure]]				
	[Number of conflict-resolution dialogue facilitation activities, including broadening knowledge of peace processes and negotiations, conducted with the Taliban Political Commission to facilitate direct talks with the Government of Afghanistan [new measure]]	Target	10		
		Estimate			
		Actual			
	(iv) Increased inter and intracommunity dialogue at the local level, including with women, to promote peace and stability	Target	30	11	
		Estimate		35	
	[Number of gatherings of local community representatives conducted by UNAMA]	Actual			
	(v) Increased mitigation of local conflicts and disputes, such as tribal and ethnic conflicts, land disputes and disputes among political parties and over Government appointments	Target	60	60	75
		Estimate		56	75
		Actual			54
	[Number of deconfliction initiatives undertaken through UNAMA good offices and political outreach]				

Outputs

- Provision of good offices to the Government of Afghanistan at the international, national and subnational levels to enhance peace and stability
- Provision of good offices and advice to all stakeholders to facilitate direct peace talks between the Government of Afghanistan and the Taliban
- Provision of good offices to facilitate peace and reconciliation initiatives undertaken by the Government of Afghanistan, including the High Peace Council and other institutions, as well as by civil society and other stakeholders
- Facilitation of 30 local gatherings to promote peace and stability across Afghanistan
- Provision of advocacy for greater involvement of women in peace initiatives at all levels
- Provision of good offices and political outreach to support and facilitate 60 deconfliction initiatives
- Provision of good offices and facilitation of technical assistance from UNDP and the Electoral Assistance Division of the Department of Political Affairs of the Secretariat to support credible and sustainable electoral efforts, including reforms, as requested by the Government
- Coordination of international political support for electoral efforts in conjunction with UNDP through coordination mechanisms, including core group meetings
- Provision of good offices to facilitate the Heart of Asia-Istanbul Process and other relevant regional initiatives
- Promotion of a regional counter-terrorism strategy working with the Counter-Terrorism Implementation Task Force, the Government of Afghanistan and regional stakeholders

External factors

21. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and financial support; (b) political stability of the National Unity Government endures; (c) the Government demonstrates the political will to improve governance and reduce corruption; (d) tensions among the legislative, judicial and executive branches and between subnational and central government agencies do not negatively affect the electoral reform process; (e) stakeholders remain open to the possibility of peace talks and an all-inclusive peace and reconciliation process in the future; and (f) the security situation in Afghanistan does not deteriorate to such an extent that the ability of UNAMA to implement its mandate is seriously compromised.

Expected accomplishments	Indicators of achievement
(b) Progress towards reform of the Afghanistan security sector and the rule of law	(i) Enhanced coordination among senior Afghan Government and judicial officials and donors in support of the rule of law and policing strategies [new] *Performance measures* Number of coordination meetings to establish a common police reform and policy support platform with coordinated donor support [new measure] Target 2017: 6 Number of provincial justice coordination meeting forums operational in provinces 2015: 25 Estimate 2016: 26 Target 2017: 34 Number of board of donors (justice sector) meetings between the Mission, all justice sector donors and implementing partners to coordinate activities and facilitate donor coherence in justice policy, including the informal-formal justice coordination law, detention policy and legislation, land management, and the national anti-corruption court Estimate 2016: 11 Target 2017: 11

(ii) Improvement in the delivery of essential justice services [new]

Performance measures

Adoption by the Government of the baseline established by the 2015 study on rule of law indicators for improving justice sector capacity

Number of laws, presidential legislative decrees and regulations issued by the Government or sent to the National Assembly for enactment or approval that incorporate international best practice and standards for delivery of essential justice services

Target 2017: 6

Expected accomplishments	*Indicators of achievement*		*Performance measures*		
			2017	*2016*	*2015*
(b) Progress towards reform of the Afghanistan security sector and the rule of law	(iii) Improved accountability and responsiveness of the Afghan National Police to communities [Number of referrals of police corruption or abuse of authority cases from the Ministry of the Interior to the Attorney General [new measure]]	Target Estimate Actual	6		
	(iv) Improved mechanisms for the reporting of torture and other inhuman, cruel or degrading treatment of detainees by detention and prison authorities [new] [Afghanistan complies with rule 34 of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules) [new measure]]	Target Estimate Actual	12		

Outputs

- Convening weekly meetings with Afghan policing institutions and donors at the national level to coordinate and provide strategic advice on policing issues
- Provision of strategic advice to police institutions at the national level to promote democratic policing, the role of police women and improved working conditions for policewomen
- Provision of advocacy and policy advice on improved independent oversight mechanisms to hold police personnel accountable, including through the development of two policing policy papers
- Provision of advocacy for the implementation of standard operating procedures for referral of reported corruption or abuse of authority by the police for prosecution
- Provision of strategic advice and advocacy to the Supreme Court, the Office of the Attorney General and the Afghanistan Land Authority to improve coordination, and implementation of justice-related policies, including combating justice sector corruption and increasing incentives for economic development
- Provision of on-the-record legal policy advocacy and advice to the Ministry of Justice's legislative department and relevant commissions of the National Assembly on pending legislation of importance to the UNAMA mandate, including establishment of the new national anti-corruption court, revision of the Penal Code, and laws on torture, informal justice, organization of courts, *bacha bazi* (sexual abuse and exploitation of minors) and land management

- Provision of confidential strategic legal advocacy memorandums and briefs on significant legal issues to the Chief Justice, the Attorney General, the Minister of Justice, the National Assembly, the Chairs of Commissions, the Afghanistan Independent Human Rights Commission, the Afghanistan Independent Bar Association and other key stakeholders
- Convening on-the-record or confidential meetings with the Chief Justice, the Attorney General, the Minister of Justice, the Chief Executive Officer of the Afghan Land Authority, the President of the Afghanistan Independent Bar Association and other senior justice sector officials on sensitive emerging issues
- Provision of strategic advice and legal analysis on the establishment and implementation of the new national anti-corruption court and its designated anti-corruption unit in the Office of the Attorney General
- Convening monthly meetings with anti-corruption and justice sector institutions and donors at the national level to coordinate and provide strategic advice on the investigation and prosecution of corruption cases
- Provision of strategic advice and policy advocacy to the Supreme Court and the Government's justice and security institutions, national and international non-governmental organizations and the Afghanistan Independent Bar Association at the central and provincial levels to enhance coordination and mobilize resources for the appropriate institutions and ministries (minimum of four legal opinions per year)
- Provision of advice and coordination with relevant justice stakeholders to support the development and adoption of land and business environment legislation and oversight mechanisms
- Preparation of three analytical or thematic papers on justice sector issues, such as anti-corruption, land, legal aid and significant legislative initiatives
- Convening 11 justice sector national board of donor meetings to discuss, coordinate and build consensus among key international stakeholders for support to the justice sector
- Provision of support to and coordination between the Afghanistan Land Authority and other relevant agencies to develop policies on land usurpation, recovery and restitution
- Provision of policy support for the management of prisons, the coordination of prison reform and rehabilitation initiatives between the Government, the United Nations and international partners

External factors

22. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) government and donor contributions to both criminal and civil areas of the justice sector continue; (b) the National Assembly has the technical capacity to review substantive legal documents in order to advance legislative priorities; (c) the quantity and quality of tertiary legal education are enhanced to increase the capacity of the justice sector; (d) national programmes for delivery of justice sector services continue to receive strong donor support for advancement of the rule of law; and (e) security conditions in the country allow for the continuation of activities.

Expected accomplishments	Indicators of achievement
(c) Increased respect for human rights in Afghanistan	(i) Improved respect for international human rights and humanitarian laws, including protection of civilians in armed conflict
	Performance measures
	The national civilian casualties prevention and mitigation policy is implemented [new measure]
	Implementation of prevention and accountability measures by Afghan National Defence and Security Forces to address grave human rights violations and mitigate risk [new measure]
	The total number of civilian casualties is reduced
	Actual 2015: 11,002
	Estimate 2016: 10,000
	Target 2017: 6,000
	Reduction in civilian casualties caused by improvised explosive devices and other explosive devices, including explosive remnants of war [new measure]
	Target 2017: 35 per cent
	(ii) Improved respect for the human rights of conflict-related detainees
	Performance measures
	The number of investigations and prosecutions of reported incidents of torture and ill treatment
	Estimate 2016: 2
	Target 2017: 5
	Declarations to the Convention against Torture in 1987 are withdrawn
	Ratification of the Optional Protocol to the Convention against Torture and revision of the current draft law on torture so that it is in compliance with the Optional Protocol [new measure]
	Development and implementation of a national preventative mechanism on the elimination of torture

(iii) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)

Performance measures

The number of recommendations articulated in the action plan and the agreed road map implemented by the Government's Inter-Ministerial Steering Committee on Children and Armed Conflict

Estimate 2016: 15

Target 2017: 17

Reduction in the number of schools and health facilities affected, occupied or attacked by parties to the conflict [new measure: baseline to be determined in 2016]

Target 2017: 50

The law criminalizing the practice of *bacha bazi* in Afghanistan is fully implemented and mechanisms are in place to hold perpetrators accountable [new measure]

Expected accomplishments	*Indicators of achievement*		*Performance measures* 2017	2016	2015
(c) Increased respect for human rights in Afghanistan	(iv) Strengthened efforts to combat violence against women [The number of recommendations in the UNAMA report on women's access to justice that are implemented, in order to strengthen implementation of relevant legislation for cases involving violence against women [revised measure]]	Target Estimate Actual	17	10 10	
	[Number of dedicated violence against women prosecution units established in provinces [new measure]]	Target Estimate Actual	28		
	[Number of violence against women cases registered by the Office of the Attorney General [new measure]]	Target Estimate Actual	2 200		
	(v) Increased participation of women in the process of political and security transition in accordance with Security Council resolution 1325 (2000) [Number of women participants in peace negotiations [new measure]]	Target Estimate Actual	20		

[Number of temporary special measures to promote women's participation in elections [new measure]]	Target	2
	Estimate	
	Actual	
[Women's political participation in ministerial positions [new measure]]	Target	14
	Estimate	
	Actual	
(vi) Strengthened efforts to address transitional justice and impunity	Target	4
[Number of meetings of the civil society-led transitional justice working group to monitor progress and coordinate advocacy on implementation of road maps [new measure]]	Estimate	
	Actual	

Outputs

- Issuance of a report measuring the Government's progress on implementation of legislation for the elimination of violence against women and related advocacy activities focused on promoting women's access to justice through court adjudication and mediation
- Monitoring and provision of advocacy to promote uniform and lawful application of Afghanistan's legal obligations under international human rights law
- Facilitation of structured dialogue and establishment of joint United Nations-Afghan security forces monitoring mechanisms for the human rights due diligence policy on United Nations support to non-United Nations security forces
- Engagement and provision of advocacy with all parties to the conflict on tactics and targeting to reduce civilian harm and issuance of recommendations to mitigate impacts on civilians
- Monitoring and documentation of all conflict-related incidents affecting civilians
- Biannual publication and release of civilian casualty figures and recommendations
- Provision of technical assistance to the Government's Inter-Ministerial Steering Committee on Children and Armed Conflict
- Focused countrywide monitoring and reporting on grave child rights violations through the monitoring and reporting mechanism on grave violations against children in situations of armed conflict (Security Council resolution 1612 (2005)) and use of the comprehensive global guidance note on attacks against schools and hospitals
- Monitoring of places of detention and technical support for the Government of Afghanistan in the review of legislation relating to the prohibition of torture and ill treatment
- Advocacy and provision of technical support to the Government of Afghanistan on the prevention and elimination of torture, including the creation of a national preventive mechanism, and development and implementation of a national plan on the elimination of torture and other remedial measures
- Provision of technical support to State institutions and the Afghan National Defence and Security Forces on human rights issues, particularly to promote accountability
- Monitoring and provision of advocacy on peacebuilding initiatives and efforts aimed at preventing impunity and blanket amnesty for human rights violations
- Facilitation of advocacy efforts of civil society and the Afghanistan Independent Human Rights Commission, including training of civil society organizations on human rights promotion, particularly in the area of peace and reconciliation. This includes provision of support to civil society organizations in their efforts to make progress in the implementation of the 34 provincial road maps to peace

External factors

23. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) an intensification of the conflict does not result in an increased number of human rights abuses; (b) further reduction of the international military presence does not lead to significantly increased insecurity; (c) the Government demonstrates the willingness and the capacity to conduct investigations and promote accountability on human rights abuses, which are essential in bringing forward the human rights agenda; (d) there is political support for human rights promotion, particularly in the area of peace and reconciliation; and (e) political and financial support is provided for the human rights agenda.

Expected accomplishments	**Indicators of achievement**
(d) Increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions, with a focus on subnational government structures	(i) Improved ability of the Government of Afghanistan to identify and implement anti-corruption measures *Performance measures* The number of Independent Joint Anti-Corruption Monitoring and Evaluation Committee recommendations accepted, implemented and reported upon by the Government Estimate 2016: 72 Target 2017: 72 The Government adopts and implements a national anti-corruption strategy and a specialized, national-level anti-corruption court [new measure] Implementation of the mutual cooperation mechanism for cooperation between the Government and civil society [new measure]

			Performance measures		
Expected accomplishments	*Indicators of achievement*		*2017*	*2016*	*2015*
(d) Increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions, with a focus on subnational government structures	(ii) Increased effectiveness and strengthened integration and coherence throughout the activities of the United Nations system, and increased alignment with government development priorities and the "Realizing Self-Reliance" strategy [Number of high-level consultations with the Government]	Target	4	4	
		Estimate		4	2
		Actual			2

(iii) Extension of national programmes to provinces [Number of policy dialogues to review implementation of the subnational governance policy]	Target	5	5	
	Estimate		2	
	Actual			
[Number of provinces in which the provincial planning and budgeting policy is implemented [revised measure]]	Target	34	34	
	Estimate		0	
	Actual			
(iv) Establishment and implementation of mechanisms to promote a more accountable and effective civil service, including at the subnational level [Number of civil servants who complete the Afghan Civil Service Institute core competency training]	Target	3 850	2 000	2 580
	Estimate		3 334	570
	Actual			2 529
[Number of district governors recruited through the merit-based appointment process]	Target	80	15	80
	Estimate		89	80
	Actual			59
(v) Improved coordination among stakeholders at the provincial level for private sector development [new] [Number of provinces with functional joint government and private sector working groups [new measure]]	Target	29		
	Estimate			
	Actual			

Outputs

- Provision of advice and coordination services to the United Nations country team, international donors and development stakeholders to align their activities with the Government's development priorities, the "Realizing Self-Reliance" strategy, the national priority programme and provincial development plans, in the process moving towards delivering as one United Nations
- Fostering of a coordinated and coherent approach to humanitarian issues and facilitation of humanitarian access
- Provision of support to the Ministry of Finance in the issuance of regular financial review reports and the implementation of its provincial budgeting initiatives
- Provision of technical support to provincial development committees on the implementation of the policy on provincial planning and budgeting and the provincial development plans
- Provision of strategic advice and technical support in the training of subnational government officials and other local stakeholders to understand their roles and responsibilities
- Organization of five policy dialogues on the implementation of the subnational governance policy involving donors and government counterparts
- Provision of technical assistance to the Government at the national level in the preparation, implementation, coordination and monitoring of plans for anti-corruption measures, including provision of good offices and support to anti-corruption bodies such as the Independent Joint Anti-Corruption Monitoring and Evaluation Committee
- Monitoring of developments and emerging trends in the business environment across Afghanistan and provision of advocacy for increased engagement between the Government and the private sector to boost economic growth
- Provision of support to civil society organizations in their engagement on national and subnational governance and development issues

External factors

24. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and financial commitments, including those articulated in the Self-Reliance through Mutual Accountability Framework; (b) the security situation in each region of the country remains conducive to an increased emphasis on implementation at the subnational level; (c) natural disasters do not adversely affect reconstruction activities; and (d) donors provide financial support for United Nations programming and related coherence initiatives.

Expected accomplishments	Indicators of achievement
(e) Enhanced implementation of the Afghanistan National Peace and Development Framework benchmarks, London, Kabul, Tokyo and Brussels Conference commitments and national priority programmes	(i) Strengthened collaboration between the Government of Afghanistan and the international community in determining and implementing priorities through the Joint Coordination and Monitoring Board *Performance measure* Implementation of new deliverables under the Self-Reliance through Mutual Accountability Framework has started [revised measure] (ii) Implementation of the Afghanistan National Peace and Development Framework [new] *Performance measure* National priority programme components of the Afghanistan National Peace and Development Framework are completed and implementation commences [revised measure] (iii) Strengthened government capacity to conduct effective donor coordination and implement its development priorities [revised] *Performance measure* Progressive alignment of development assistance with government priorities will be pursued, including assessment for integrating New Deal principles of aid effectiveness to support implementation of the management policy Inter-ministerial development councils provide effective national policy coordination on and monitor delivery of the Government's development priorities [new measure] A monitoring and evaluation framework for the implementation of the Government's development priorities is rolled out at the national and subnational levels and provides for civil society engagement [new measure]

Outputs

- Facilitation of Joint Coordination and Monitoring Board and other consultations between the Government and the international community on the development agenda and aid management issues, and provision of technical assistance to the Board's secretariat
- Provision of support to the development and implementation of streamlined national priority programmes and the review of related coordination mechanisms, including sectorial development clusters and provincial development plans
- Provision of strategic advice and good offices support to key stakeholders to facilitate the implementation of the revised national priority programmes
- Provision of technical assistance to provincial development committees and provincial councils, governors and line ministries on the formulation, monitoring and implementation of provincial development plans, and alignment with the national priority programmes
- Facilitation of regular consultations and improved coordination among the Ministry of Finance, the Ministry of Economy and the Independent Directorate of Local Governance on national and subnational budgeting and the monitoring of development programmes
- Facilitation of civil society participation in national development dialogues, including the Self-Reliance through Mutual Accountability Framework

External factors

25. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all stakeholders continue to provide the necessary political and financial commitment to meeting the goals of the Afghanistan national development strategy and the benchmarks of the Kabul, London, Tokyo and Brussels Conferences; and (b) neither major political disruptions nor natural disasters, nor any other national emergency situation, impairs the implementation of the national development strategy, national priority programmes, the Self-Reliance through Mutual Accountability Framework or the aid management policy.

III. Resource requirements

A. Total resource requirements

26. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2017 are estimated at $170,166,900 (net of staff assessment), reflecting a net decrease of $13,077,400 compared with the resources approved for the Mission for 2016, as described in tables 3 and 16. Tables 4 and 5 provide details concerning staffing requirements.

Table 3
Total resource requirements (net of staff assessment)

(Thousands of United States dollars)

	1 January to 31 December 2016			1 January to 31 December 2017				
Category	Appropriation (1)	Estimated expenditure (2)	Variance (3)=(1)-(2)	Appropriation (4=1)	Total requirements (5)	Non-recurrent requirements (6)	Variance (2017-2016) (7)=(5)-(1)	Net requirement for 2017[a] (8)=(5)-(3)
Military and police personnel	821.5	721.3	100.2	821.5	821.5	–	–	721.3
Civilian personnel costs	118 497.1	123 507.4	(5 010.3)	118 497.1	111 918.7	–	(6 578.4)	116 929.0
Operational costs	63 925.7	59 015.6	4 910.1	63 925.7	57 426.7	2 031.5	(6 499.0)	52 516.6
Total requirements	**183 244.3**	**183 244.3**	**–**	**183 244.3**	**170 166.9**	**2 031.5**	**(13 077.4)**	**170 166.9**

[a] Net requirements after taking into account the estimated underexpenditures or overexpenditures for 2016.

27. The net variance between the requirements for 2017 and the approved budget for 2016 reflects mainly:

(a) Decreased requirements are primarily attributable to the proposed net reduction of 57 civilian positions, as detailed in table 6;

(b) Net decreased requirements to cover operational costs resulting mainly from:

(i) Net reductions under facilities and infrastructure due to reduced requirements for fuel for generators, offset in part by increased requirements for construction and alterations;

(ii) Reductions under ground transportation due to the reduction in the composition of the vehicle fleet and reduced cost and use of fuel for vehicles;

(iii) Reductions under air transportation due to a change in the composition of the air fleet and reduced flying hours resulting in lower requirements to cover the cost of rental and operation of the air fleet;

(iv) Net reductions under communications and information technology due to reduced costs of commercial communication and support services, offset in part by the acquisition of equipment and spare parts, and an increase in the cost of information technology services.

Extrabudgetary resources

28. The Government of the Netherlands has provided $327,437.47 to support one position at the P-4 level (Judicial Affairs Officer) for the Rule of Law Unit for 2016. This support is expected to continue in 2017 at an estimated cost of $272,865.00 for 10 months.

B. Staffing requirements

Table 4
Overall staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	1	2	1	8	28	75	75	21	**211**	164	1	**376**	186	977	79	**1 618**
Proposed 2017	1	2	1	8	27	72	71	18	**200**	156	1	**357**	172	953	79	**1 561**
Change	–	–	–	–	**(1)**	**(3)**	**(4)**	**(3)**	**(11)**	**(8)**	–	**(19)**	**(14)**	**(24)**	–	**(57)**

Proposed overall staffing requirements

29. The total proposed staffing for UNAMA for the period from 1 January to 31 December 2017 is 1,561 positions, as shown in table 4, and would include 357 international positions (200 Professional, 156 Field Service and 1 General Service (Other level)), 1,125 national positions (172 National Professional Officer and 953 Local level) and 79 United Nations Volunteers. Table 7 provides details regarding approved and proposed positions by location.

Proposed regularization of temporary loan arrangements and a net reduction of positions

30. After a comprehensive review of its overall staffing requirements, it is proposed that the Mission further streamline its organizational structure by regularizing all temporary staffing arrangements that are expected to continue beyond 2016, involving 184 existing positions, as well as a net reduction of 57 positions, as detailed in table 6. The proposed regularization of positions would realign the approved staffing table with the actual deployment of positions on the ground. Experience in recent years has demonstrated that there is a greater need to retain the positions that have been redeployed on a temporary basis in the organizational units where they are currently being deployed, rather than in the areas for which the positions have been approved in the staffing table.

Basis for the temporary loan arrangements in place and the need for regularization and streamlining

31. A number of positions approved for the Mission were initially loaned in order to respond to what were, at the time, considered critical temporary operational needs, affecting 184 positions. These include loans made:

(a) From one section or unit to another in the same broad functional area (substantive, security or mission support) or intra-pillar loans;

(b) Between sections and units in the functional areas, or inter-pillar loans;

(c) From one field office to another;

(d) From Mission headquarters to field offices;

(e) From field offices to Mission headquarters.

32. During the past seven years (2010-2016), the total staffing strength of UNAMA has been reduced by more than 41 per cent. This period was characterized by considerable flux, owing both to Mission downsizing, witnessed in the closure of several field offices, and the marked deterioration of the security environment in certain parts of the country, most notably in the period 2010-2011. In order to reduce its exposure without completely compromising its outreach, the Mission decided to close certain offices, but retained some of the personnel, who could continue to serve these areas remotely and through periodic visits. In addition, related efforts were made to strengthen Kabul and the central region. Over the years the temporary arrangements were perpetuated as the operating environment remained fluid. During this period, it was also decided not to fill all positions in the field offices in view of the prevailing security situation, which resulted in the use of some of these positions in other Mission locations. While it is proposed to regularize all of the temporary arrangements, the possibility remains that further changes will need to be made during the current year and in coming years, if the security situation dictates, or indeed if it permits an extended outreach for mandate implementation.

33. The rationale for the proposal to regularize all temporary loan arrangements is further linked to other measures to streamline the Mission's human resources management, including the classification of all of the Mission's positions for the first time, and to the introduction of Umoja human resources functionalities which require a more reliable organizational structure. It is critical to ensure that staffing information in Umoja correctly reflects the utilization of positions on the ground with the staffing table accurately managed in the organization module of Umoja, as this not only affects the allocation of funds to specific cost centres within the Mission, but also the management of all personnel-related administration such as leave and travel requests.

34. The proposed regularization of all temporary loan arrangements is expected to result in a number of specific benefits, including: (a) effective recruitment and succession planning, as well as facilitating the security and operational readiness of the Mission in terms of accurate assignments and locations reflecting reality, together with ensuring that the Mission has visibility and transparency on managing staffing requirements; (b) meeting the requirements of Umoja and Inspira more efficiently to manage the human resources of the Mission; and (c) enabling the Mission to effectively participate in all required human resources initiatives such as classification, recruitment and mobility.

Proposed movements of positions

35. The proposed changes would ensure that the staffing table of the Mission aligns with the approved staffing table and would produce a zero net change in the total number of positions, excluding net abolishment, in each of the substantive, security and mission support components of the Mission.

36. The net results of the proposed realignment of the UNAMA staffing table, which reflects the proportional distribution of positions in different functional areas

in accordance with the total approved positions by area, is illustrated in table 5 below.

Table 5
Summary of proposed changes to regularize temporary loan arrangements

Functional area	*Inward movements*	*Outward movements*	*Net change*
Substantive	67	(65)	**2**
Security	49	(46)	**3**
Mission support	68	(73)	**(5)**
Total	**184**	**(184)**	**–**

37. The proposed overall staffing requirements of the Mission include a net reduction of 57 positions, including 61 abolishments and 4 positions to be established, and the regularization of 184 loaned positions, of which 126 positions are proposed to be redeployed, with 58 positions to be reassigned to new functions.

Table 6

Detailed proposed changes in staffing level[a] by organizational unit

Organizational unit	*Positions approved for 2016*	*Proposed changes*				*Proposed regularization of temporary loan arrangements*			*Net proposed changes*	*Positions proposed for 2017*
		Abolishment	*Establishment*	*Net redeployment*	*Net change*	*Inward movements*[b]	*Outward movements*[b]	*Net change*		
Headquarters										
Front Office of the Special Representative of the Secretary-General for Afghanistan	8	–	–	1	1	1	–	1	2	10
Strategic Communications and Spokesperson Unit	24	(3)	–	–	(3)	–	–	–	(3)	21
Human Rights Unit	29	(1)	–	–	(1)	5	(1)	4	3	32
Front Office of the Chief of Staff	10	–	–	–	–	1	–	1	1	11
Legal Affairs Unit	6	–	–	–	–	–	–	–	–	6
Integrated Conduct and Discipline Unit	1	–	–	–	–	–	–	–	–	1
Mission Planning Unit	6	(1)	–	(1)	(2)	–	(1)	(1)	(3)	3
Resident Auditor Unit	1	–	–	–	–	–	–	–	–	1
Language Unit	10	(1)	–	–	(1)	1	–	1	–	10
Security Section	249	(2)	–	(1)	(3)	12	(5)	7	4	253
Front Office of the Deputy Special Representative of the Secretary-General — Political Affairs (pillar I)	5	–	–	–	–	–	–	–	–	5
Liaison Office in Tehran	3	–	–	–	–	1	–	1	1	4
Liaison Office in Islamabad	5	–	–	–	–	3	(2)	1	1	6
Political Affairs Division	36	(1)	–	–	(1)	7	(7)	–	(1)	35
Joint Analysis and Reporting Unit	8	–	–	1	1	3	(1)	2	3	11
Military Advisory Unit	10	–	–	–	–	–	(5)	(5)	(5)	5
Afghanistan Team of the Middle East and West Asia Division/Department of Political Affairs	5	–	–	–	–	–	–	–	–	5

Organizational unit	Positions approved for 2016	Proposed changes				Proposed regularization of temporary loan arrangements			Net proposed changes	Positions proposed for 2017
		Abolishment	Establishment	Net redeployment	Net change	Inward movements[a]	Outward movements[b]	Net change		
Front Office of the Deputy Special Representative of the Secretary-General — Resident Coordinator/Humanitarian Coordinator (pillar II)	**9**	–	–	–	–	–	–	–	–	**9**
Resident Coordinator/United Nations Country Team Unit	**8**	(1)	1	–	–	–	(1)	(1)	(1)	**7**
Governance Unit	**22**	(3)	–	–	(3)	3	(1)	2	(1)	**21**
Rule of Law Unit	**14**	(1)	–	(1)	(2)	3	(3)	–	(2)	**12**
Police Advisory Unit	**3**	–	–	–	–	2	–	2	2	**5**
Regional offices										
Kabul	**64**	(4)	–	–	(4)	8	(11)	(3)	(7)	**57**
Kandahar	**78**	(4)	–	1	(3)	18	(10)	8	5	**83**
Herat	**79**	–	–	–	–	6	(28)	(22)	(22)	**57**
Balkh (Mazar-e-Sharif)	**88**	(4)	–	–	(4)	10	(16)	(6)	(10)	**78**
Nangarhar (Jalalabad)	**85**	(3)	1	–	(2)	4	(14)	(10)	(12)	**73**
Paktya (Gardez)	**71**	(3)	–	–	(3)	6	(11)	(5)	(8)	**63**
Provincial offices										
Bamyan	**43**	–	–	–	–	9	(12)	(3)	(3)	**40**
Farah	**36**	(1)	–	–	(1)	3	(9)	(6)	(7)	**29**
Faryab	**37**	–	–	–	–	2	(13)	(11)	(11)	**26**
Badakhshan (Fayz Abad)	**35**	–	–	–	–	10	(7)	3	3	**38**
Baghlan (Pul-e-Khumri)	**37**	–	–	–	–	1	(5)	(4)	(4)	**33**
Kunduz	77	(20)	–	–	(20)	4	(7)	(3)	(23)	**54**
Mission Support										
Office of the Chief of Mission Support	**5**	–	–	–	–	4	–	4	4	**9**
Finance, Budget and Planning Section	7	–	–	–	–	–	(1)	(1)	(1)	**6**
Air Safety Unit	**2**	–	–	–	–	–	–	–	–	**2**

Organizational unit	Positions approved for 2016	Proposed changes				Proposed regularization of temporary loan arrangements			Net proposed changes	Positions proposed for 2017
		Abolishment	Establishment	Net redeployment	Net change	Inward movements[a]	Outward movements[b]	Net change		
Office of the Chief of Supply Chain Management	3	–	–	–	–	1	(1)	–	–	3
Engineering Section	23	–	–	–	–	4	(2)	2	2	25
Geospatial, Information and Telecommunications Technologies Section	43	–	–	5	5	5	(1)	4	9	52
Integrated Warehousing Section	29	–	–	–	–	2	(2)	–	–	29
Procurement Section	8	–	–	–	–	2	(1)	1	1	9
Surface Transport Section	129	(1)	–	–	(1)	22	(1)	21	20	149
Air Operations Section	17	(1)	1	–	–	8	–	8	8	25
Movement Control Section	20	–	–	1	1	5	–	5	6	26
Property Management Section	15	–	1	–	1	–	–	–	1	16
Facilities Management Unit	10	–	–	–	–	1	–	1	1	11
Office of the Deputy Chief of Mission Support	2	–	–	–	–	1	(1)	–	–	2
Human Resources Section	16	–	–	–	–	5	–	5	5	21
Medical Services Section	21	–	–	–	–	1	(2)	(1)	(1)	20
Information Management Unit	7	(1)	–	(5)	(6)	–	(1)	(1)	(7)	–
Staff Counselling and Welfare Unit	7	–	–	2	2	–	–	–	2	9
Welfare Unit	2	–	–	(2)	(2)	–	–	–	(2)	–
United Nations Volunteers Support Unit	1	–	–	–	–	–	–	–	–	1
Kuwait Joint Support Office										
Office of the Head of the Kuwait Joint Support Office	4	–	–	–	–	–	–	–	–	4
Finance Section	17	(1)	–	–	(1)	–	–	–	(1)	16
Human Resources Section	19	(1)	–	1	–	–	–	–	–	19
UNAMA Support Office in Kuwait										
Geospatial, Information and Telecommunications Technologies Section	4	(1)	–	(2)	(3)	–	(1)	(1)	(4)	–
Surface Transport Section	2	(2)	–	–	(2)	–	–	–	(2)	–

Organizational unit	Positions approved for 2016	Proposed changes				Proposed regularization of temporary loan arrangements			Net proposed changes	Positions proposed for 2017[a]
		Abolishment	Establishment	Net redeployment	Net change	Inward movements	Outward movements[b]	Net change		
Integrated Conduct and Discipline Unit Kuwait	1	–	–	–	–	–	–	–	–	1
Security Section Kuwait	2	–	–	–	–	–	–	–	–	2
Total	**1 618**	**(61)**	**4**	**–**	**(57)**	**184**	**(184)**	**–**	**(57)**	**1 561**

[a] Including inward redeployments and establishment of positions

[b] Including outward redeployments and abolishment of positions

Proposed staffing levels for offices in Kabul

38. The total proposed staffing for the UNAMA offices located in Kabul is 873 positions, as indicated in table 7, and would include 223 international staff positions (116 Professional and 107 Field Service), 573 national staff positions (77 National Professional Officer and 496 Local level) and 77 United Nations Volunteers.

Proposed staffing levels for field, support and liaison offices

39. The total proposed staffing for the Mission's six regional offices, six provincial offices, one support office and two liaison offices is 683 positions, and would include:

(a) 411 positions deployed to six regions (52 Professional, 26 Field Service, 70 National Professional Officer and 263 Local level), as detailed in table 15;

(b) 220 positions deployed to six provinces (20 Professional, 8 Field Service, 23 National Professional Officer, 167 Local level and 2 United Nations Volunteer), as detailed in table 16;

(c) 42 positions deployed to Kuwait (6 Professional, 15 Field Service and 21 Local level), as detailed in table 9;

(d) 10 positions deployed to liaison offices in Islamabad and Tehran (2 Professional, 2 National Professional Officer and 6 Local level), as detailed in table 7.

Proposed staffing levels for backstopping support

40. The total proposed staffing for the Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs, located in New York, is five positions, as detailed in table 6.

Vacancy rates

41. The following annual average vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2017: 5 per cent for military personnel; 20 per cent for United Nations police; 10 per cent for international staff; 6 per cent for National Professional Officers; 4 per cent for Local level staff; and 20 per cent for United Nations Volunteers.

42. The actual deployment of military personnel, United Nations police and all other mission staff in 2016 is expected to result in the following annual average vacancy rates: 14.6 per cent for military personnel; 13.3 per cent for United Nations police; 12.1 per cent for international staff; 10.1 per cent for National Professional Officers; 4.0 per cent for Local level staff; and 17.7 per cent for United Nations Volunteers.

Table 7
Staffing requirements by location

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2016																
Headquarters																
Kabul	1	2	1	7	17	44	39	10	**121**	107	–	228	70	468	60	826
Islamabad	–	–	–	–	1	–	1	–	**2**	–	–	2	1	2	–	5
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	1	1	1	–	3
Regional and provincial offices																
Kabul	–	–	–	–	1	2	5	1	**9**	4	–	**13**	13	37	1	**64**
Kandahar	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**
Herat	–	–	–	–	1	4	5	–	**10**	6	–	**16**	14	46	3	**79**
Farah	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	5	4	1	**11**	4	–	**15**	16	55	2	**88**
Faryab	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Nangarhar (Jalalabad)	–	–	–	–	1	4	4	2	**11**	5	–	**16**	15	52	2	**85**
Kunduz	–	–	–	–	1	2	3	1	**7**	4	–	**11**	14	49	3	**77**
Badakhshan (Fayz Abad)	–	–	–	–	–	2	2	–	**4**	1	–	**5**	2	28	–	**35**
Baghlan (Pul-e-Khumri)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	30	–	**37**
Paktya (Gardez)	–	–	–	–	1	3	2	1	**7**	3	–	**10**	13	46	2	**71**
Bamyan	–	–	–	–	–	1	1	1	**3**	2	–	**5**	4	31	3	**43**
Kuwait Office	–	–	–	–	2	1	2	1	**6**	19	–	**25**	–	24	–	**49**
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Total 2016	**1**	**2**	**1**	**8**	**28**	**75**	**75**	**21**	**211**	**164**	**1**	**376**	**186**	**977**	**79**	**1 618**
Proposed 2017																
Headquarters																
Kabul	1	2	1	7	18	38	40	69	**116**	107	–	**223**	77	496	77	**873**
Islamabad	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	4	–	**6**
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	2	–	**4**
Regional and provincial offices																
Kabul	–	–	–	–	1	3	3	1	**8**	4	–	**12**	14	31	–	**57**
Bamyan	–	–	–	–	–	1	2	–	**3**	1	–	**4**	4	32	–	**40**
Kandahar	–	–	–	–	1	5	2	–	**8**	5	–	**13**	12	58	–	**83**

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Herat	–	–	–	–	1	4	3	1	**9**	5	–	**14**	10	33	–	**57**
Farah (Farah)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	22	1	**29**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	4	3	–	**8**	5	–	**13**	13	52	–	**78**
Faryab (Maymana)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	3	19	–	**26**
Nangarhar (Jalalabad)	–	–	–	–	1	4	3	3	**11**	3	–	**14**	10	49	–	**73**
Kunduz	–	–	–	–	–	1	2	–	**3**	3	–	**6**	9	39	–	**54**
Badakhshan (Fayz Abad)	–	–	–	–	–	2	3	–	**5**	1	–	**6**	2	29	1	**38**
Baghlan (Pul-e-Khumri)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	26	–	**33**
Paktya (Gardez)	–	–	–	–	1	3	2	2	**8**	4	–	**12**	11	40	–	**63**
Kuwait Office	–	–	–	–	2	1	2	1	**6**	15	–	**21**	–	21	–	**42**
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Total 2017	**1**	**2**	**1**	**8**	**27**	**72**	**71**	**18**	**200**	**156**	**1**	**357**	**172**	**953**	**79**	**1 561**
Change	–	–	–	–	**(1)**	**(3)**	**(4)**	**(3)**	**(11)**	**(8)**	–	**(19)**	**(14)**	**(24)**	–	**(57)**

1. Office of the Special Representative of the Secretary-General for Afghanistan

Front Office of the Special Representative of the Secretary-General for Afghanistan

International staff: inward redeployment of 1 position

National staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	1	–	–	1	1	1	–	–	**4**	2	–	**6**	–	2	–	**8**
Proposed 2017	1	–	–	1	2	1	–	–	**5**	2	–	7	–	3	–	**10**
Change	–	–	–	–	**1**	–	–	–	**1**	–	–	**1**	–	**1**	–	**2**

43. The Front Office of the Special Representative of the Secretary-General for Afghanistan will continue to carry out substantive and administrative functions in support of the Special Representative of the Secretary-General and the Mission, including supporting and advising the Special Representative on all areas of the work of the Mission; liaising with all mission components on behalf of the Special

Representative; and providing the full range of administrative support to facilitate the work of the Special Representative.

44. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Team Assistant) be redeployed from the Resident Coordinator/United Nations Country Team Unit.

45. In addition, following the classification exercise of all Mission positions carried out earlier in 2016, it was established that the position of Security Information Analyst at the P-5 level in the Security Section was not consistent with the organizational structure and grade levels in standard security sections. However, in view of the fact that the function effectively involves cross-cutting responsibilities that extend beyond the remit of the Security Section and includes significant elements of work that are normally carried out by joint mission analysis cells and Senior Information Analysts (P-5) as part of the political, peace and security job family, the position is classified accordingly and placed in the Office of the Special Representative of the Secretary-General. It is therefore proposed that the P-5 position be redeployed to the Office of the Special Representative of the Secretary-General. The proposed redeployment will bring together all analytical reporting within the Mission into the same reporting framework and will ensure that no duplication of work exists between the existing joint mission analysis structure (Joint Analysis and Reporting Unit) and the Security Information Analysts. Furthermore, the proposed change will result in better synthesized reporting between the straight security incident analysis of the Security Information and Operations Centre and the security/political/insurgency analysis of the Joint Analysis and Reporting Unit. Thus the Mission will benefit from a higher standard of cross-cutting analysis.

Joint Analysis and Reporting Unit (formerly Joint Analysis and Policy Unit)

National staff: inward redeployment of 3 positions; outward redeployment of 1 position; establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	2	1	1	**5**	–	–	**5**	2	1	–	**8**
Proposed 2017	–	–	–	–	1	2	1	1	**5**	–	–	**5**	2	4	–	**11**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**3**	–	**3**

46. The Joint Analysis and Reporting Unit will continue to serve as an analytical resource that draws on the expertise of the Mission and provides cross-cutting and thematic reports. The Unit works with Mission field and headquarters offices to compile, edit, draft and disseminate UNAMA reports.

47. It is proposed that the Joint Analysis and Policy Unit be renamed Joint Analysis and Reporting Unit and be redeployed from Mission pillar I to the Office of the Special Representative of the Secretary-General to allow the Unit to have a

broader perspective of all issues affecting the Mission and provide better coverage of those issues, including pillar II, human rights and security.

48. Furthermore, taking into account the responsibilities of the Unit to collect and analyse multi-source information to produce integrated analysis for the Mission, it is proposed that the report writing function carried out under the Strategic Planning and Report Writing Unit (proposed to be renamed Mission Planning Unit), be redeployed from under the Office of the Chief of Staff to the Joint Analysis and Reporting Unit. This redeployment would allow the report writing function to have access to more real-time and cross-cutting information.

49. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of one National Professional Officer (Associate Political Affairs Officer) to the Political Affairs Division;

(b) Establishment of one Local level position (Political Affairs Assistant);

(c) Inward redeployment of two Local level positions (Political Affairs Assistants).

50. In addition, based on organizational needs, it is proposed that one National Professional Officer (Associate Information Management Officer) be redeployed from the Mission Planning Unit.

Human Rights Unit

International staff: outward redeployment of 1 position; inward redeployment of 1 position

National staff: inward redeployment of 2 positions, abolishment of 1 position

United Nations Volunteers: establishment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	3	3	3	–	**10**	1	–	**11**	6	10	2	**29**
Proposed 2017	–	–	–	1	3	3	2	1	**10**	1	–	**11**	8	9	4	**32**
Change	–	–	–	–	–	–	**(1)**	**1**	–	–	–	–	**2**	**(1)**	**2**	**3**

51. The Human Rights Unit will continue to: (a) promote accountability with regard to the implementation of fundamental human rights provisions of the Constitution and national and international law for all Afghan citizens, especially with respect to the rights of women and children affected by armed conflict, as set forth in Security Council resolutions; (b) monitor the situation and advocate with all parties to the conflict with regard to the protection of civilians, in accordance with international humanitarian law; (c) continue efforts to promote the elimination of violence against women; (d) improve detention practices; and (e) continue to support and work with the Afghan Independent Human Rights Commission and civil society.

52. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of one P-3 position (Human Rights Officer) to the regional office in Kandahar;

(b) Inward redeployment of one P-2 position (Associate Human Rights Officer) from the regional office in Kandahar and two National Professional Officer positions (Assistant Human Rights Officers) from the regional office in Herat;

(c) Establishment of two United Nations Volunteer positions (Associate Human Rights Officer and Database Manager).

53. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one Local level position (Human Rights Assistant) be abolished since the position has been vacant and its functions are currently being carried out by other members of the Unit.

Strategic Communications and Spokesperson Unit

National staff: abolishment of 3 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	1	2	2	–	**6**	1	–	**7**	5	12	–	**24**
Proposed 2017	–	–	–	1	1	2	2	–	**6**	1	–	**7**	4	10	–	**21**
Change	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	**(2)**	–	**(3)**

54. The Strategic Communications and Spokesperson Unit will continue to drive the effective public promotion, explanation and implementation of the mandate of the Mission. The work of the Unit is closely aligned with the Mission's priorities of: (a) good offices, including peace and reconciliation, electoral issues and support for the Government; (b) human rights, including the protection of civilians, detention issues and the strengthening of women's rights and the elimination of violence against them; (c) regional engagement; and (d) development coherence, including good governance and the rule of law.

55. The Unit contributes to the implementation of the mandate and key objectives of the Mission through multiple communication approaches, including: (a) devising and disseminating key public messaging for the Mission, promoting understanding of its role and position and safeguarding against reputational risks; (b) promoting positive engagement and dialogue among diverse Afghan communities and stakeholders on issues that the Mission is mandated to support; (c) empowering Afghans to take the lead in addressing issues of importance; (d) forging effective partnerships with media, civil society, government officials, educators and other stakeholders; and (e) establishing dialogue with key Afghan stakeholders.

56. The Unit employs various platforms and media in conducting its work. The main areas can be identified as media (both traditional and digital), outreach, audiovisual (radio, television, video and photography) and print.

57. Following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one National Professional Officer position (Associate Public Information Officer) and two Local level positions (one Public Information Assistant and one Administrative Assistant) be abolished, as it has been determined that their functions can be carried out by other members of the Unit.

Security Section

International staff: abolishment of 2 positions; outward redeployment of 4 positions

National staff: outward redeployment of 2 positions; inward redeployment of 11 positions; establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	2	2	6	3	**13**	65	–	**78**	–	168	3	**249**
Proposed 2017	–	–	–	–	1	2	6	1	**10**	62	–	**72**	1	177	3	**253**
Change	–	–	–	–	**(1)**	–	–	**(2)**	**(3)**	**(3)**	–	**(6)**	**1**	**9**	–	**4**

58. The Security Section will continue to ensure the safety and security of United Nations staff and assets within the mission area. The Section provides security evaluation and analysis and designs security training programmes. It reports to the Department of Safety and Security and to the Mission's Chief Security Adviser.

59. The status-of-mission agreement between UNAMA and the Government of Afghanistan stipulates that the primary responsibility for the protection of United Nations staff members and their spouses, eligible dependants and property, and of the Mission's property, rests with the host Government. In turn, the Mission is tasked with assisting the host Government to develop its capability to provide adequate protection for the staff and assets of the United Nations.

60. The Mission's civilian staff operate in areas and scenarios in which serious insecurity will remain a persistent feature and their work is, in fact, focused on how to address those situations through the implementation of mandated activities to resolve conflict and uphold human rights. Consequently, security planning to protect UNAMA staff members requires the ability to assess the situation on the ground and hold continual consultations with the host Government. In addition, consultations with other organizations, including the North Atlantic Treaty Organization, are necessary to ensure the security of UNAMA operations and activities, bearing in mind the respective mandates given by the Security Council.

61. In order to ensure that an integrated information monitoring, reporting and situational awareness hub is in place, the Security Section oversees the Joint Operations Centre, located at the Mission's headquarters in Kabul.

62. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of one P-2 position (Associate Security Officer) to the regional office in Nangarhar (Jalalabad), two Field Service positions (Security Officers), one to the regional office in Herat and one to the regional office in Kabul (central regional office), and two Local level positions (Field Security Radio Operators) to the regional office in Balkh (Mazar-e-Sharif) and the regional office in Kandahar;

(b) Establishment of one National Professional Officer position (Training Officer);

(c) Inward redeployment of 11 Local level positions (one Field Security Guard from the regional office in Kabul (central regional office), two Field Security Assistants from the regional office in Herat, three Field Security Guards from the provincial office in Farah, one Field Security Assistant from the regional office in Balkh (Mazar-e-Sharif) and four Field Security Guards from the provincial office in Faryab (Maymana)).

63. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one P-2 position (Associate Security Officer) and one Field Service position (Security Officer) be abolished, as it has been determined that their functions can be carried out by other members of the Unit.

64. Furthermore, following the classification exercise of all Mission positions carried out earlier in 2016, it was established that the position of Security Information Analyst at the P-5 level in the Security Section was not consistent with the organizational structure and grade levels in standard security sections. However, in view of the fact that the function effectively involves cross-cutting responsibilities that extend beyond the remit of the security section and include significant elements of work that are normally carried out in joint mission analysis cells and by Senior Information Analysts (P-5) as part of the political, peace and security job family, the position is classified accordingly and placed in the Office of the Special Representative of the Secretary-General. It is therefore proposed that the P-5 position be redeployed to the Office of the Special Representative of the Secretary-General. The proposed redeployment will bring together all analytical reporting within the Mission into the same reporting framework and will ensure that no duplication of work exists between the existing joint mission analysis structure (Joint Analysis and Reporting Unit) and the security information analysts. Furthermore, the proposed change will result in improved synthesized reporting between the straight security incident analysis of the Security Information and Operations Centre and the security/political/insurgency analysis of the Joint Analysis and Reporting Unit. The Mission will thus benefit from a higher standard of cross-cutting analysis.

2. Office of the Chief of Staff

Front Office of the Chief of Staff

United Nations Volunteers: establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	1	–	–	1	2	–	**4**	1	–	**5**	2	3	–	**10**
Proposed 2017	–	–	1	–	–	1	2	–	**4**	1	–	**5**	2	3	1	**11**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**1**	**1**

65. The Office of the Chief of Staff contributes to the integrated and coherent functioning of the Mission across all mission components and locations. The Office facilitates mission leadership in the integrated management of UNAMA activities in line with the strategic vision of the Special Representative of the Secretary-General, while ensuring that decisions are fully compliant with United Nations policies, guidance, rules and regulations, decisions of the legislative bodies, international law and practice and national law, as appropriate. The Office also conducts mission-wide planning processes, ensuring coherence between mandated tasks, mission component plans and concepts of operations, and United Nations system-wide integrated planning processes, as required by policies, guidelines and best practices in planning.

66. In liaison with Mission Support, the Office of the Chief of Staff also promotes a clear understanding across mission components between substantive priorities and support capacities and ensures an integrated approach to the results-based budgeting process, including alignment with strategic and operational plans and adequate provisions to meet resource requirements.

67. In close liaison with substantive, administrative and security components of the Mission, the Office also translates mission priorities into practical guidance and strategic and operational planning tools and mechanisms. In addition, the Office oversees the administrative coordination of the Mission's 12 field offices. The Office also ensures the quality of coherent communication structures and support for official visits and events.

68. In the context of the regularization of temporary loan arrangements, it is proposed that one United Nations Volunteer position (Special Assistant) be established to support the performance of field offices and promote coordination among Kabul-based Mission offices and the field offices and with United Nations agencies, funds and programmes.

Mission Planning Unit (formerly Strategic Planning and Report Writing Unit)

International staff: abolishment of 1 position

National staff: outward redeployment of 1 position; abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	1	–	–	**2**	–	–	**2**	2	2	–	**6**
Proposed 2017	–	–	–	–	1	–	–	–	**1**	–	–	**1**	1	1	–	**3**
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	–	–	**(1)**	**(1)**	**(1)**	–	**(3)**

69. It is proposed that the report writing function of the Strategic Planning and Report Writing Unit be redeployed to the Joint Analysis and Reporting Unit under the Office of the Special Representative of the Secretary-General and that the Unit be renamed Mission Planning Unit.

70. The Unit will continue to contribute to the mandate of the Mission by supporting senior management in setting the strategic direction of the Mission, establishing, supporting and implementing planning processes and monitoring progress towards mandate implementation. Building on the vision of the Special Representative of the Secretary-General, the Unit will also continue to play a key role in supporting UNAMA leadership in translating mandated tasks into objectives, outcomes and outputs for the Mission, which then serve as guidance for the development of component workplans. The Unit is also responsible for drafting planning documents, including the mission concept, the compact of the Special Representative and the substantive section of the annual results-based budget.

71. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Team Assistant) be abolished.

72. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one P-4 position (Mission Planning Officer) be abolished as the workload connected to the function has diminished owing to the redeployment of the report writing function to the Joint Analysis and Reporting Unit, and that one National Professional Officer (Associate Information Management Officer) be redeployed to the Joint Analysis and Reporting Unit since the functions have been redeployed to that Unit.

Legal Affairs Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	1	1	2	–	4	–	–	4	1	1	–	6
Proposed 2017	–	–	–	–	1	1	2	–	4	–	–	4	1	1	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

73. The Legal Affairs Unit will continue to support the protection of the legal interests of the United Nations in Afghanistan by providing legal services and supporting the resolution of legal issues relating to the administration of the mandates and programmes of the United Nations.

Language Unit

National staff: abolishment of 1 position, inward redeployment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	–	–	–	–	–	–	–	9	1	–	10
Proposed 2017	–	–	–	–	–	–	–	–	–	–	–	–	8	2	–	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	**1**	–	–

74. The Language Unit will continue to carry out translation services from and into the two main national languages of Afghanistan, Dari and Pashto, and English, with respect to all publicly available mission information.

75. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Training Assistant) be redeployed from the regional office in Kabul (central regional office).

76. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one National Professional Officer position (Associate Field Translator) be abolished as the workload connected to the function has diminished.

Resident Auditor Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Proposed 2017	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

77. The Resident Audit Unit will continue to carry out the internal oversight of the financial and operational activities carried out by UNAMA in Afghanistan, including its field offices, liaison offices in Islamabad and Tehran and the Kuwait Joint Support Office in Kuwait City.

Integrated Conduct and Discipline Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Proposed 2017	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

78. The Integrated Conduct and Discipline Unit will continue to provide support to UNAMA, UNAMI, the United Nations Regional Centre for Preventive Diplomacy for Central Asia and the United Nations Military Observer Group in India and Pakistan. The Unit provides support to the UNAMA Head of Mission in upholding the highest standards of conduct for all United Nations personnel at the Mission, particularly in relation to the prevention of sexual exploitation and sexual abuse and the promotion of a conducive and harmonious working environment.

3. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I)

Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	1	–	–	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Proposed 2017	–	1	–	–	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

79. The Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs) will continue to support the Deputy Special Representative in the conduct of his duties, including managing the Political Affairs Division, the Military Advisory Unit and the liaison offices in Islamabad and Tehran. The Front Office will continue to carry out: (a) political analysis of the constantly evolving environment within Afghanistan; (b) liaison with the international community, embassies, non-governmental organizations and international observers in Afghanistan with regard to political, electoral and military issues; and (c) coordination of key priorities within the Mission and with United Nations Headquarters.

80. The Deputy Special Representative advises the Special Representative on political issues and the dynamics affecting the implementation of the mandate of the Mission. During the absence of the Special Representative, the Deputy is called upon to engage on his or her behalf with the Government of Afghanistan and the diplomatic community.

Liaison Office in Tehran

National staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	1	–	**3**
Proposed 2017	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	2	–	**4**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	**1**

81. Through regular dialogue and on the ground perspectives and contacts, the Liaison Office in Tehran informs the Mission's mandated work in facilitating the cooperation of Afghanistan's neighbours and regional stakeholders in support of Afghanistan's peace and stability. Furthermore, as a working-level focal point on

domestic, bilateral and regional issues involving the Islamic Republic of Iran and with the potential to affect the situation in Afghanistan, the Office stands as a service centre to all elements of the Mission.

82. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Driver) be redeployed from the Political Affairs Division.

Liaison Office in Islamabad

International staff: outward redeployment of 2 positions; inward redeployment of 1 position

National staff: inward redeployment of 1 position; establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	–	1	–	**2**	–	–	**2**	1	2	–	**5**
Proposed 2017	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	4	–	**6**
Change	–	–	–	–	**(1)**	**1**	**(1)**	–	**(1)**	–	–	**(1)**	–	**2**	–	**1**

83. The Liaison Office in Islamabad will continue to represent UNAMA in Pakistan, act as the focal point for liaison with the Government of Pakistan, security institutions, the diplomatic community, United Nations agencies, civil society, independent think tanks, international organizations and non-governmental organizations. The Office will also continue to ensure that the senior leadership receives regular updates and analysis on significant developments likely to have an impact on Afghanistan, regional cooperation and reconciliation matters.

84. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of one P-5 position (Senior Political Affairs Officer) and one P-3 position (Political Affairs Officer) to the Political Affairs Division;

(b) Inward redeployment of one P-4 position (Political Affairs Officer) from the Political Affairs Division and one Local level position (Protocol Assistant) from the Rule of Law Unit;

(c) Establishment of one Local level position (Driver).

Political Affairs Division

International staff: inward redeployment of 4 positions; outward redeployment of 3 positions

National staff: inward redeployment of 1 position; outward redeployment of 4 positions; abolishment of 1 position

United Nations Volunteers: establishment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	1	6	5	1	**14**	1	–	**15**	7	12	2	**36**
Proposed 2017	–	–	–	1	2	5	6	1	**15**	1	–	**16**	8	7	4	**35**
Change	–	–	–	–	**1**	**(1)**	**1**	–	**1**	–	–	**1**	**1**	**(5)**	**2**	**(1)**

85. The Political Affairs Division will continue to provide good offices and support to inclusive Afghan-led political processes, including the provision of support to intra-Afghan dialogues, such as High Peace Council initiatives with civil society, political groups and armed opposition groups at the provincial, national and regional levels, to support the advancement of a framework for national negotiations; promote the roles of Afghan institutions in implementing all aspects necessary for transparent, inclusive and credible parliamentary elections, including strengthening of technical preparations and encouraging coherent international donor support; and support regular and structured bilateral and multilateral political dialogue between Afghanistan and neighbouring countries, in particular dialogue linked to the agreed Istanbul Process confidence-building measures, to address regional cooperation issues.

86. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one P-5 position (Senior Political Affairs Officer) and one P-3 position (Political Affairs Officer) from the Liaison Office in Islamabad, one P-3 position (Political Affairs Officer) from the provincial office in Badakhshan (Fayz Abad), one P-2 position (Associate Political Affairs Officer) from the regional office in Nangarhar (Jalalabad), and one National Professional Officer position (Associate Political Affairs Officer) from the Joint Analysis and Reporting Unit;

(b) Outward redeployment of one P-4 position (Political Affairs Officer) to the Liaison Office in Islamabad, one P-3 position (Electoral Affairs Officer) to the provincial office in Badakhshan (Fayz Abad), one P-2 position (Associate Electoral Affairs Officer) to the regional office in Paktya (Gardez), two Local level positions (Political Affairs Assistants) to the Joint Analysis and Reporting Unit, one Local level position (Political Affairs Assistant) to the regional office in Herat, and one Local level position (Driver) to the Liaison Office in Tehran;

(c) Establishment of two United Nations Volunteer positions (one Political Affairs Officer and one Information Management Officer).

87. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one Local level position (Administrative Assistant) be abolished, as it has been determined that the functions can be carried out by other members of the Unit.

88. It is also proposed that one P-4 position (Electoral Officer) continue to be based in the Electoral Assistance Division of the Department of Political Affairs at United Nations Headquarters in New York.

Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Proposed 2017	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

89. The Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs will continue to provide backstopping to the Mission. In view of the continued political, economic and security uncertainties in Afghanistan, the capacity of the Department to respond to backstopping demands will remain essential, ranging from providing operational support and strengthening the Mission planning, to assisting in identifying and prioritizing critical strategic objectives in line with the Mission mandate and political needs, and engagement with Member States and other key regional and international partners.

Military Advisory Unit

National staff: outward redeployment of 2 positions, abolishment of 3 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	10	–	**10**
Proposed 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	5	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(5)**	–	**(5)**

90. The Military Advisory Unit will continue to carry out a supporting role vis-à-vis all other operational organizational units of UNAMA and the senior leadership of the Mission at Headquarters in New York and in the field. It will also continue to facilitate productive working relationships between UNAMA and all authorized security forces in Afghanistan.

91. Twelve military advisers will continue to provide military expertise and advice on all military issues to their civilian counterparts in their area of responsibility. The proposed staffing strength described in the table above includes Language Assistants, who will continue to provide support as translators and interpreters to the military personnel deployed to the Mission.

92. As there is a significant reduction in the international military presence in Afghanistan, the footprint of the Unit is expected to be reduced. In addition, in the context of the regularization of temporary loan arrangements, it is proposed that three Local level positions (Field Language Assistants) be abolished and that two Local level positions (Field Language Assistants) be redeployed to the regional offices in Herat and Balkh (Mazar-e-Sharif).

4. Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (pillar II)

Front Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	1	–	–	–	2	1	1	**5**	2	–	**7**	–	2	–	**9**
Proposed 2017	–	1	–	–	–	2	1	1	**5**	2	–	**7**	–	2	–	**9**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

93. The Front Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will continue to support the Deputy Special Representative in the conduct of his duties, including leading and coordinating the work of the offices that comprise the Mission's pillar II. The Deputy Special Representative will also continue to maintain links with the United Nations country team as part of his or her dual role as Humanitarian and Resident Coordinator and UNDP Resident Representative. The Front Office will continue to support the Deputy Special Representative in carrying out the donor coordination function of the Mission, facilitating aid policy discussions and aid coherence planning among donors and between donors and the Government.

Resident Coordinator/United Nations Country Team Unit

International staff: abolishment of 1 position

National staff: establishment of 1 position, outward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	1	1	1	**4**	–	–	**4**	2	2	–	**8**
Proposed 2017	–	–	–	–	1	1	1	–	**3**	–	–	**3**	3	1	–	**7**
Change	–	–	–	–	–	–	–	**(1)**	**(1)**	–	–	**(1)**	**1**	**(1)**	–	**(1)**

94. The Resident Coordinator/United Nations Country Team Unit will continue to:

(a) Provide support to the Deputy Special Representative in coordinating the United Nations country team;

(b) Act as secretariat to the United Nations country team and four of its subcommittees;

(c) Provide policy advice to the United Nations country team;

(d) Support the work of the Strategic Policy Group;

(e) Coordinate the work of United Nations agencies in implementing the United Nations Development Assistance Framework;

(f) Support the operations management team and the United Nations business operations strategy;

(g) Facilitate nine thematic working groups, drawing together United Nations agencies and in some cases also bilateral donor agencies and government counterparts, in addressing a series of areas of shared priorities;

(h) Liaise and facilitate discussions with the Ministry of Foreign Affairs, Department of United Nations and International Conferences;

(i) Support eight United Nations regional teams in carrying out a coordinated programme of action in support of Afghan development partners;

(j) Act as the focal point for four non-resident United Nations agencies active in Afghanistan.

95. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Team Assistant) be redeployed to the Front Office of the Special Representative of the Secretary-General.

96. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one P-2 position (Associate Coordination Officer) be abolished and that one National Professional Officer position (Coordination Officer) be established.

Governance Unit

International staff: abolishment of 2 positions, outward redeployment of 1 position, inward redeployment of 2 positions

National staff: abolishment of 1 position

United Nations Volunteers: establishment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	1	1	5	2	2	**11**	2	–	**13**	5	4	–	**22**
Proposed 2017	–	–	–	1	1	4	3	3	**12**	–	–	**12**	5	3	1	**21**
Change	–	–	–	–	–	**(1)**	**1**	**1**	**1**	**(2)**	–	**(1)**	–	**(1)**	**1**	**(1)**

97. The Governance Unit will continue to focus on analysis of economic governance, the extractive industry, subnational governance and public accountability through civil society support. It will also continue to provide secretariat support to United Nations regional teams.

98. The Unit works with the Government in support of efforts to strengthen subnational governance, as well as civil society engagement in governance and accountability. In view of the challenging economic situation in the country, the Unit provides regular provincial economic monitoring reports to the Mission leadership and, as appropriate, the Government and key stakeholders. The Unit will continue to facilitate the alignment and coordination of the work of United Nations agencies, funds and programme at the provincial level.

99. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of one P-4 position (Civil Affairs Officer) to the regional office in Kabul (central regional office);

(b) Inward redeployment of one P-3 position (Civil Affairs Officer) from the regional office in Kabul (central regional office), with submission for the position to be reclassified as Economic Affairs Officer, and one P-2 position (Associate Civil Affairs Officer) from the regional office in Balkh (Mazar-e-Sharif);

(c) Establishment of one United Nations Volunteer position (Economic Affairs Officer).

100. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that two Field Service positions (Administrative Assistants) and one Local level position (Administrative Assistant), be abolished, as it has been determined that their functions can be carried out by other members of the Unit.

Rule of Law Unit

International staff: outward redeployment of 2 positions, abolishment of 1 position

National staff: outward redeployment of 2 positions, inward redeployment of 1 position

United Nations Volunteers: establishment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	1	5	1	–	**8**	–	–	**8**	2	4	–	**14**
Proposed 2017	–	–	–	1	1	2	1	–	**5**	–	–	**5**	3	2	2	**12**
Change	–	–	–	–	–	**(3)**	–	–	**(3)**	–	–	**(3)**	**1**	**(2)**	**2**	**(2)**

101. The Rule of Law Unit will continue to support the reform agendas of the Government of Afghanistan and the judiciary, coordinate donor activities, facilitate policy consensus, advocate for mandate priorities and provide strategic advice on the rule of law through the good offices of UNAMA. The Unit will also continue to work on issues relating to criminal law, civil business law and land and water management and usurpation. In addition, it will provide reporting, analysis and recommendations on the legal and regulatory frameworks affecting economic growth and the private sector environment, anti-corruption issues, transparency and taxation measures affecting the licit and illicit economies.

102. In response to requests by the Government and the judiciary, the Unit also provides coordination, facilitation of donor policy and activity coherence and legislative advocacy and expertise in the economic development areas listed above.

103. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of two P-4 positions (Judicial Affairs Officers) to the regional office in Kabul (central regional office) and to the regional office in Kandahar and of one Local level position (Protocol Assistant) to the Liaison Office in Islamabad;

(b) Inward redeployment of one National Professional Officer position (Associate Rule of Law Officer) from the regional office in Herat;

(c) Establishment of two United Nations Volunteer positions (Judicial Affairs Officers).

104. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed that one P-4 position (Corrections Officer) be abolished, as it has been determined that the functions can be carried out by other members of the Unit. In addition, it is proposed that one Local level position (Judicial Affairs Assistant) be redeployed to the regional office in Kandahar.

Police Advisory Unit

National staff: establishment of 1 position

United Nations Volunteers: establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	1	–	–	**2**	–	–	**2**	–	1	–	**3**
Proposed 2017	–	–	–	–	1	1	–	–	**2**	–	–	**2**	1	1	1	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	**1**	**2**

105. The Police Advisory Unit will continue to focus on policy advice at the national level, on gender mainstreaming in the Afghan National Police and democratic policing, as requested and appropriate.

106. In the context of the regularization of temporary loan arrangements, it is proposed that one National Professional Officer position (Assistant Administrative Officer) and one United Nations Volunteer position (Police Support Officer) be established.

5. Mission Support

Table 8
Staffing requirements for Mission Support (Kabul)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	2	10	12	1	**26**	31	–	**57**	25	232	53	**367**
Proposed 2017	–	–	–	1	2	10	12	1	**26**	36	–	**62**	28	264	61	**415**
Change	–	–	–	–	–	–	–	–	–	**5**	–	**5**	**3**	**32**	**8**	**48**

107. Mission Support will continue to provide administrative and logistical support to UNAMA at large through its offices in Kabul. Table 8 details the staffing component of Mission Support in Kabul approved in 2016 and proposed for 2017.

108. Key factors for consideration for medium-sized missions, such as UNAMA, include the provision of support to 12 field offices across Afghanistan and two liaison offices, in Tehran and Islamabad, and the high-level tasks in the Mission mandate requiring heavy involvement of the Chief of Mission Support in mission leadership and senior management decision-making.

109. The proposed changes in Mission Support are as follows:

(a) It is proposed to merge the Welfare Unit with the Staff Counselling Unit, in line with guidelines from the Department of Field Support on the restructuring of mission support components, as well as to improve the coordination of psychosocial support and welfare activities, with the purpose of providing psychological and social services support to staff, a function that is critical for the successful implementation of the mandate of the Mission. The proposal would result in the redeployment of one United Nations Volunteer position (Staff Welfare Officer) and one Local level position (Staff Welfare Assistant) from the Welfare Unit to the newly merged Staff Counselling and Welfare Unit. The merged sections will renamed so as to be consistent with the proposal as Staff Counselling and Welfare Unit;

(b) It is proposed to merge the Information Management Unit with the Geospatial, Information and Telecommunications Technologies Section so as to further promote joint and efficient approaches in service delivery and because the functions and work carried out by the Information Management Unit are more closely aligned with that of the Geospatial, Information and Telecommunications Technologies Section, particularly in relation to information technology. The proposal would result in the abolishment of one P-3 position (Information Management Officer) and one Local level position (Mail Assistant) in the Information Management Unit, the outward redeployment of two United Nations Volunteer positions (Information Management Assistants) from the Unit, one to the Geospatial, Information and Telecommunications Technologies Section and one to the Movement Control Section, and three Local level positions (two Mail Assistants and one Information Management Assistant) from the Information Management Unit in Kabul to the Geospatial, Information and Telecommunications Technologies Section.

Office of the Chief of Mission Support

International staff: inward redeployment of 1 position

United Nations Volunteers: establishment of 3 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Proposed 2017	–	–	–	1	–	1	1	–	**3**	2	–	**5**	–	1	3	**9**
Change	–	–	–	–	–	–	–	–	**–**	**1**	–	**1**	–	–	**3**	**4**

110. The Chief of Mission Support will continue to act as the principal adviser to the Head of Mission on all matters pertaining to administrative and technical support.

111. The Office of the Chief of Mission Support will continue to support the implementation of the Mission mandate by providing the necessary managerial, logistical and administrative support, including in areas such as budget, finance, human resources management, general services and logistics.

112. The Chief of Mission Support is supported by the Deputy Chief of Mission Support, with responsibility for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to the clients, and the Chief of Supply Chain Management, with responsibility for managing and coordinating the flow of supply chain goods and services and the provision of technical services.

113. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one Field Service position (Administrative Assistant) from the Office of the Chief of Supply Chain Management to provide oversight of administrative and logistical support operations in the regional office in Kabul (central regional office) and in the provincial office in Bamyan;

(b) Establishment of three United Nations Volunteer positions (Environmental Officer, Occupational Health and Safety Officer and Audit and Compliance Officer).

Finance, Budget and Planning Section

United Nations Volunteers: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	–	**2**	1	–	**3**	1	1	2	**7**
Proposed 2017	–	–	–	–	–	1	1	–	**2**	1	–	**3**	1	1	1	**6**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	**(1)**

114. The Finance, Budget and Planning Section is responsible for the preparation of budget documents and performance reports; guaranteeing the effective and efficient management, monitoring and control of budgetary resources, in line with established regulations and rules; ensuring availability of funds to carry out Mission activities; providing effective financial and risk management advice to support UNAMA activities and objectives; providing guidance to UNAMA offices and staff operating throughout the mission to ensure that the Financial Regulations and Rules of the United Nations and related guidelines and procedures are strictly followed; ensuring that effective internal controls are in place to safeguard financial assets and to provide timely and reliable financial operations; and ensuring the preparation and presentation of financial reports.

115. In the context of the regularization of temporary loan arrangements, it is proposed that one United Nations Volunteer position (Finance Assistant) be abolished.

Air Safety Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2
Proposed 2017	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

116. The Air Safety Unit is responsible for ensuring that UNAMA air aviation activities are carried out in compliance with established air aviation safety regulations and rules and for ensuring that controls are in place for the provision of safe and secure air operations.

Office of the Chief of Supply Chain Management

International staff: outward redeployment of 1 position; establishment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Proposed 2017	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

117. The Office of the Chief of Supply Chain Management is responsible for managing and coordinating the flow of supply chain goods and services and the delivery of logistics services to Mission clients; coordinating and delivering efficient and timely logistic support to all components of UNAMA; and providing advice to the Chief of Mission Support and senior management on all technical and logistics matters of mission support.

118. In the context of the regularization of temporary loan arrangements, it is proposed that one Field Service position (Administrative Assistant) be redeployed to the Office of Chief Mission Support and that one Field Service position (Budget Assistant) be established.

Engineering Section

National staff: abolishment of 2 positions; inward redeployment of 1 position; establishment of 1 position

United Nations Volunteers: inward redeployment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	2	–	**3**	2	–	**5**	–	11	7	**23**
Proposed 2017	–	–	–	–	–	1	2	–	**3**	2	–	**5**	2	9	9	**25**
Change	–	–	–	–	–	–	–	–	–	–	–	–	**2**	**(2)**	**2**	**2**

119. The Engineering Section will continue to provide effective and timely planning, oversight and coordination of engineering support operations. It will also continue to manage infrastructure projects and maintenance programmes from inception to specification, design and quality control and follow the implementation of projects through the procurement process and contract award until their completion.

120. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Abolishment of two Local level positions (one Generator Mechanic and one Electrician);

(b) Establishment of one National Professional Officer position (Associate Engineer);

(c) Inward redeployment of one National Professional Officer position (Assistant Engineer) from the regional office in Nangarhar (Jalalabad) and two United Nations Volunteer positions (Engineers) from the provincial office in Bamyan and the regional office in Nangarhar (Jalalabad).

Geospatial, Information and Telecommunications Technologies Section

International staff: establishment of 2 positions; inward redeployment of 1 position

National staff: inward redeployment of 6 positions; abolishment of 1 position

United Nations Volunteers: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	**1**	7	–	**8**	5	22	8	**43**
Proposed 2017	–	–	–	–	–	1	–	–	**1**	10	–	**11**	5	27	9	**52**
Change	–	–	–	–	–	–	–	–	–	**3**	–	**3**	–	**5**	**1**	**9**

121. The Geospatial, Information and Telecommunications Technologies Section will continue to provide mission-critical communications for minimum operating security standards compliance and secure and reliable information technology services to UNAMA staff throughout Afghanistan. It will continue to oversee various projects, such as disaster recovery, supporting business continuity, virtualization, increased bandwidth for headquarters in Kabul and the field offices, information security and standardization of services and user support to the field.

122. In order to further promote joint and efficient approaches, it is proposed that the functions of the Information Management Unit be merged with those of the Geospatial, Information and Telecommunications Technologies Section, as the work of the Unit is closely aligned with that of Section, particularly in relation to aspects of information technology. Consequently, it is proposed that three Local level positions (two Mail Assistants and one Information Management Assistant) and one United Nations Volunteer position (Information Management Assistant) be redeployed from the Unit to the Section.

123. Furthermore, in the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Establishment of two Field Service positions (one Information Systems Assistant and one Telecommunications Technician);

(b) Inward redeployment of one Field Service position (Information Systems Assistant) from the UNAMA Support Office in Kuwait and three Local level positions (one Telecommunications Assistant from the regional office in Nangarhar (Jalalabad), one Information Systems Assistant from the provincial office in Farah (Farah) and one Information Systems Assistant from the regional office in Herat);

(c) Abolishment of one Local level position (Telecommunications Assistant).

Integrated Warehousing Section

International staff: abolishment of 1 position

National staff: abolishment of 1 position; inward redeployment of 1 position

United Nations Volunteers: establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	1	1	**2**	4	–	**6**	2	17	4	**29**
Proposed 2017	–	–	–	–	–	–	1	1	**2**	3	–	**5**	2	17	5	**29**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	**1**	–

124. The Integrated Warehousing Section will continue to provide operational and logistic support to all UNAMA locations throughout the country, including managing the requisitioning process for procurement and conducting all supply operations within the mission area in terms of fuel, general supplies,

accommodation furniture and equipment, and emergency food and water in compliance with minimum operating security standards requirements.

125. In the context of the regularization of temporary loan arrangements, the following movements of posts are proposed:

(a) Abolishment of one Field Service position (Fuel Assistant) and one Local level position (Fuel Assistant);

(b) Establishment of one United Nations Volunteer position (Fuel Assistant);

(c) Inward redeployment of one Local level position (Administrative Assistant) from the Office of the Deputy Chief of Mission.

Surface Transport Section

International staff: abolishment of 1 position, inward redeployment of 1 position

National staff: abolishment of 1 position, inward redeployment of 8 positions, establishment of 11 positions

United Nations Volunteers: establishment of 1 position, inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	–	–	–	4	–	**4**	1	120	4	**129**
Proposed 2017	–	–	–	–	–	–	–	–	–	4	–	**4**	1	138	6	**149**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**18**	**2**	**20**

126. The Surface Transport Section will continue to provide efficient ground transportation support to all staff in Kabul and the field offices, including support for in-house repair and maintenance of a variety of vehicles through the UNAMA-owned and managed workshops.

127. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Abolishment of one Field Service position (Vehicle Technician);

(b) Establishment of 11 Local level positions (Drivers) resulting from their abolishment in the following locations: five at the Kabul central regional office, one at the Kandahar regional office, one at the Paktya (Gardez) regional office, one at the Bamyan provincial office, one at the Engineering Section in Kabul, one at the Badakhshan (Fayz Abad) provincial office and one at the Balkh (Mazar-e-Sharif) regional office) and one United Nations Volunteer position (Administrative Assistant);

(c) Inward redeployment of one Field Service position (Transport Assistant) from the Kabul central regional office, seven Local level positions (Drivers) (one from the Paktya (Gardez) regional office, two from the Nangarhar (Jalalabad) regional office, three from the Balkh (Mazar-e-Sharif) regional office and one from the Herat regional office), one Local level position (Transport Assistant) from the

Herat regional office and one United Nations Volunteer position (Vehicle Mechanic) from the regional office in Kunduz.

128. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, it is proposed to abolish one Local level position (Vehicle Technician).

Air Operations Section

International staff: inward redeployment of 1 position

National staff: abolishment of 1 position, establishment of 6 positions, inward redeployment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2016	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	7	4	**17**
Proposed 2017	–	–	–	–	–	1	2	–	**3**	2	–	**5**	1	15	4	**25**
Change	–	–	–	–	–	–	–	–	**–**	**1**	–	**1**	**(1)**	**8**	–	**8**

129. The Air Operations Section will continue to provide efficient air transportation services to the Mission with a view to obtaining best value for money from contracted air carriers.

130. In the context of the regularization of temporary loan arrangements, the following movements of posts are proposed:

(a) Establishment of five Local level positions (Air Operations Assistants);

(b) Inward redeployment of one Field Service position (Air Operations Assistant) from the regional office in Herat and two Local level positions (one Driver and one Air Operations Assistant) from the regional office in Nagarhar (Jalalabad) and the provincial office in Baghlan (Pul-e-Khumri).

131. In addition, following a review of the level of activities and staff in the Unit and based on organizational needs, the following movements of posts are proposed:

(a) Abolishment of one National Professional Officer (Associate Administrative Officer) as the position is vacant and its functions can be carried out by existing staff of the Section;

(b) Establishment of one Local level position (Air Operations Assistant) to carry out planning and coordination of regular passenger, cargo and special flights (casualty and medical evacuation, VIP flights), review of air mission requests and proposal of the most suitable air assets to be assigned to a task to achieve the maximum safety and cost efficiency and effectiveness in mission support.

Movement Control Section

National staff: establishment of 5 positions

United Nations Volunteers: inward redeployment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	–	–	–	–	2	–	2	2	15	1	20
Proposed 2017	–	–	–	–	–	–	–	–	–	2	–	2	2	20	2	26
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	5	1	6

132. The Movement Control Section will continue to plan, coordinate, organize, execute and control the transportation of personnel and cargo by efficiently utilizing all available transportation assets.

133. In the context of the regularization of temporary loan arrangements, it is proposed that five Local level positions (Movement Control Assistants) be established.

134. In addition, in view of the proposed merger of the Information Management Unit and the Geospatial, Information and Telecommunications Technologies Section, it is proposed that one United Nations Volunteer position (Information Management Assistant) be redeployed from the Information Management Unit to provide support, including management of scheduled and non-scheduled movement of personnel by air, preparation of passenger manifests, delivering pre-flight safety briefing to passengers and preparation of cargo manifests, air way bills, dangerous goods declaration forms and special permissions for special cargo movements.

Property Management Section

National staff: establishment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	1	–	–	1	2	–	3	–	9	3	15
Proposed 2017	–	–	–	–	–	1	–	–	1	2	–	3	1	9	3	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1

135. The Property Management Section will continue to oversee the supply chain of the Mission, including receipt, utilization and control of inventory, pruning of surplus stocks, optimizing the inventory management of the Mission and survey, assessment and disposal of property.

136. The Section also implements policies and procedures related to the management of all United Nations-owned equipment, providing specialized inventory management support to the Mission and consolidating the management of property. It will also ensure overall accountability and a global view of all United Nations-owned equipment in the mission.

137. It is proposed that one National Professional Officer position (Property Management Officer) be established in order to meet the additional workload within the Section, including verification of non-financial inventories, real estate and infrastructure and to meet specific requirements for International Public Sector Accounting Standards (IPSAS) compliance and Umoja roles.

Facilities Management Unit

National staff: establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	–	–	–	1	–	**1**	–	3	6	**10**
Proposed 2017	–	–	–	–	–	–	–	–	–	1	–	**1**	–	4	6	**11**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	**1**

138. The Facilities Management Unit will continue to oversee the utilization of UNAMA accommodation and office premises.

139. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Facilities Management Assistant) be established.

Procurement Section

International staff: establishment of 1 position, abolishment of 1 position

United Nations Volunteers: establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	**1**	3	–	**4**	2	2	–	**8**
Proposed 2017	–	–	–	–	–	1	1	–	**2**	2	–	**4**	2	2	1	**9**
Change	–	–	–	–	–	–	**1**	–	**1**	**(1)**	–	–	–	–	**1**	**1**

140. The Procurement Section will continue to oversee the acquisition of all supplies and services and manage all procurement contracts for the Mission, including all leases and contracts for armed and unarmed security services, contracts for facility

management and repair, contracts for generator maintenance and repair and concession contracts for catering, retail and the operation and maintenance of common facilities for staff welfare.

141. In the context of the regularization of temporary loan arrangements, it is proposed that one Field Service position (Procurement Officer) be abolished and that one P-3 position (Procurement Officer) and one United Nations Volunteer position (Procurement Assistant) be established.

Office of the Deputy Chief of Mission Support

National staff: outward redeployment of 1 position

United Nations Volunteers: establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	–	–	–	**1**	–	–	**1**	–	1	–	**2**
Proposed 2017	–	–	–	–	1	–	–	–	**1**	–	–	**1**	–	–	1	**2**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	**1**	–

142. The Deputy Chief of Mission Support will continue to oversee the coordination and provision of efficient and timely administrative support to all components of UNAMA, including critical support functions such as human resources management, medical support and staff counselling and welfare. Furthermore, the Deputy Chief of Mission Support will continue to provide advice to the Chief of Mission Support and senior management on all administrative matters and assist in the day to day running of UNAMA activities.

143. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Administrative Assistant) be redeployed to the Integrated Warehousing Section and that one United Nations Volunteer position (Administrative Assistant) be established.

United Nations Volunteers Support Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	**1**
Proposed 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	**1**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

144. The United Nations Volunteers Support Unit is headed by a United Nations Volunteer Programme Manager at the P-3 level funded by the support cost component of the memorandum of understanding between the United Nations Volunteers programme (UNV) headquarters and the Department of Field Support. The Programme Manager is supported by one United Nations Volunteer. The Unit provides effective programme management and administrative services to the Volunteers in support of the implementation of the mandates of the Mission and UNV, as specified in the memorandum of understanding.

145. The Unit is responsible for:

(a) Management of United Nations Volunteers, including the evaluation of new post descriptions and requests, and the monitoring of ongoing assignments, including contractual issues, leave monitoring, timely payment of entitlements, counselling, accommodation arrangements, security awareness, organization of welfare activities and training and learning;

(b) Management of Mission UNV resources, including regular financial reporting, preparation of project budget revisions and financial tracking of resources;

(c) Preparing case studies, best practice guidelines and briefing notes for promoting the work of UNV in UNAMA.

Human Resources Section

International staff: establishment of 2 positions

National staff: establishment of 1 position, inward redeployment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	–	**2**	2	–	**4**	3	7	2	**16**
Proposed 2017	–	–	–	–	–	1	1	–	**2**	4	–	**6**	3	10	2	**21**
Change	–	–	–	–	–	–	–	–	–	**2**	–	**2**	–	**3**	–	**5**

146. The Human Resources Section will continue to be responsible for the management of Mission human resources, including recruitment and staff retention, provision of guidance to staff on contractual arrangements and entitlements, performance management and career development, among other duties.

147. The Kabul-based Chief Human Resources Officer manages all human resources management system activities, including coordination with the human resources team based in the Kuwait Joint Support Office.

148. In the context of the regularization of temporary loan arrangements, it is proposed that two Field Service positions (one Human Resources Officer and one Human Resources Assistant) and one Local level position (Training Assistant) be established and that two Local level positions (one Human Resources Assistant and one Administrative Assistant) be redeployed from the regional office in Balkh (Mazar-e-Sharif) and the provincial office in Bamyan.

Medical Services Section

National staff: abolishment of 1 position, inward redeployment of 1 position

United Nations Volunteers: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	–	**2**	–	–	**2**	4	9	6	**21**
Proposed 2017	–	–	–	–	–	1	1	–	**2**	–	–	**2**	5	8	5	**20**
Change	–	–	–	–	–	–	–	–	–	–	–	–	**1**	**(1)**	**(1)**	**(1)**

149. The Medical Services Section will continue to oversee the provision of health care to all UNAMA international and national staff and their dependants, including providing access to medical facilities and services for all staff in Kabul and in the field.

150. The central clinic of the UNAMA medical facilities in Kabul is designed to treat common illnesses among UNAMA international staff and national staff members and their dependants. It is open around the clock for emergency cases, provides outpatient consultation during regular office hours, maintains beds for patient observation and treatment from a few hours to a few days and provides treatment, such as primary care, advanced life support, trauma management, minor surgery, casualty evacuation, dental care and preventive medicine.

151. The Section will also continue to manage the satellite clinics at the Alpha Compound and in six regional offices. Furthermore, in order to maintain existing medical capabilities, the Mission shares the cost of the Medical Emergency Response Team in Afghanistan.

152. In the context of the regularization of temporary loan arrangements, it is proposed that one Local level position (Nurse) and one United Nations Volunteer position (Medical Officer) be abolished and that one National Professional Officer position (Medical Officer) be redeployed from the regional office in Kandahar.

Information Management Unit

International staff: abolishment of 1 position

National staff: outward redeployment of 3 positions; abolishment of 1 position

United Nations Volunteers: outward redeployment of 2 positions

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	–	1	–	1	–	–	1	–	4	2	7
Proposed 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	(4)	(2)	(7)

153. In order to further promote joint and efficient approaches, it is proposed that the functions and staff of the Information Management Unit be redeployed to and merged with the Geospatial, Information and Telecommunications Technologies Section, as the work of the Unit is closely aligned with that of the Section, particularly in relation to information technology.

154. The following movements of positons are therefore proposed:

(a) Outward redeployment of two United Nations Volunteer positions (Information Management Assistants), one to the Geospatial, Information and Telecommunications Technologies Section and one to the Movement Control Section, and three Local level positions (two Mail Assistants and one Information Management Assistant) to the Geospatial, Information and Telecommunications Technologies Section;

(b) Abolition of one P-3 position (Information Management Officer) and one Local level position (Mail Assistant).

Staff Counselling and Welfare Unit (formerly Staff Counselling Unit)

National staff: inward redeployment of 1 position

United Nations Volunteers: inward redeployment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	1	1	–	2	–	–	2	2	1	2	7
Proposed 2017	–	–	–	–	–	1	1	–	2	–	–	2	2	2	3	9
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1	2

155. In order to improve the coordination of psychosocial support and welfare activities with the purpose of providing psychological and social services support to staff, it is proposed that the functions and staff of the Welfare Unit and the Counselling Unit be merged and that the newly formed Unit be titled Staff Counselling and Welfare Unit.

156. The newly merged Unit will support the psychosocial well-being of all UNAMA staff in Afghanistan, including the provision of individual and group counselling interventions, emergency psychological services and follow-up to staff exposed to critical incidents, technical advice to United Nations offices on stress mitigation and prevention strategies, conducting training activities and psychosocial education to staff and line managers, including security staff and medical doctors, and supervision of peer helpers and their activities. The Unit will also be responsible for the development of the UNAMA staff welfare framework, workplan and annual budget, including the coordination of improvements and maintenance of UNAMA welfare facilities, and organization of regular activities for the welfare and well-being of UNAMA staff throughout Afghanistan.

157. The Unit will ensure that activities sponsored by the Welfare and Recreation Committee are carried out in a manner that respects diversity, benefits all categories of UNAMA personnel and takes into consideration security-related rules and procedures.

158. As a result of the proposed merger of the Welfare Unit and the Staff Counselling Unit, it is proposed that one Local level position (Staff Welfare Assistant) and one United Nations Volunteer position (Staff Welfare Officer) be redeployed from the Welfare Unit to the newly merged Staff Counselling and Welfare Unit.

Welfare Unit

National staff: outward redeployment of 1 position

United Nations Volunteers: outward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1	2
Proposed 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	**(1)**	**(2)**

159. In line with guidance provided by the Department of Field Support on mission support services and in order to improve and streamline the coordination of psychosocial support and welfare activities with the purpose of providing psychological and social services support to staff, it is proposed that the functions and staff of the Welfare Unit be redeployed to and merged with the Counselling Unit. Under this proposal, it is proposed that one Local level position (Staff Welfare Assistant) and one United Nations Volunteer position (Staff Welfare Officer) be redeployed to the newly merged Staff Counselling and Welfare Unit.

6. UNAMA Support Office in Kuwait and Kuwait Joint Support Office

Table 9
Staffing requirements for the UNAMA Support Office in Kuwait and Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2016[a]	–	–	–	–	2	1	2	1	**6**	19	–	**25**	–	24	–	**49**
Proposed 2017[b]	–	–	–	–	2	1	2	1	**6**	15	–	**21**	–	21	–	**42**
Change	–	–	–	–	–	–	–	–	–	**(4)**	–	**(4)**	–	**(3)**	–	**(7)**

[a] Including 1 P-5, 4 Field Service and 4 Local level positions for the UNAMA Support Office in Kuwait, and 1 P-5, 1 P-4, 2 P-3, 1 P-2, 15 Field Service and 20 Local level positions for the Kuwait Joint Support Office.

[b] Including 1 P-5, 1 Field Service and 1 Local level positions for the UNAMA Support Office in Kuwait, and 1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level positions for the Kuwait Joint Support Office.

160. The combined authorized strength of the UNAMA Support Office in Kuwait and the Kuwait Joint Support Office in 2016 is 49 positions, as detailed in table 9 above. The Kuwait Office has two components, as follows:

(a) The first component operates under the concept of UNAMA footprint reduction and includes staff located in Kuwait who carry out support functions that are not related to the Kuwait Joint Support Office, comprising the UNAMA Support Office in Kuwait. At the time, an option was considered for the further development of the Joint Support Office to absorb these support functions; however, the Joint Support Office has not developed beyond the initial finance and human resources functions. Its authorized staffing in 2016 is nine positions as detailed in table 10 below. The continuation of support functions not handled by the Joint Support Office in Kuwait has been reassessed given the minimal capacity located outside Afghanistan, as well as to avoid potential duplication of functions, and the following movements of positions are therefore proposed:

(i) Abolishment of one Local level position (Information Systems Assistant) from the Geospatial, Information and Telecommunications Technologies Section and two Local level positions (Drivers) from the Surface Transportation Section;

(ii) Outward redeployment of one Field Service position (Information Systems Assistant) from the Geospatial, Information and Telecommunications Technologies Section to the Kuwait Joint Support Office Human Resources Section and one Field Service position (Information Systems Assistant) from the Geospatial, Information and Telecommunications Technologies Section in Kuwait to the Geospatial, Information and Telecommunications Technologies Section in Kabul;

(iii) Outward redeployment of one Field Service position (Information Systems Assistant) to the regional office in Balkh (Mazar-e-Sharif), in the context of the regularization of temporary loan arrangements;

The remaining three staff in the UNAMA Support Office in Kuwait are part of the Integrated Conduct and Discipline Unit (one P-5 position) and the Security Section (one Field Service and one Local level positions), and it is proposed that they continue to report directly to their respective section chiefs located in Kabul.

(b) The second component is the Kuwait Joint Support Office, which includes UNAMA-funded staffing of 40 positions in 2016. It is proposed that the staffing strength of the Joint Support Office be reduced to 39 positions by abolishing one Field Service position (Finance Assistant) in the Finance Section, and one Field Service position (Human Resources Assistant) in the Human Resources Section, with a view to streamlining the staffing levels of the Joint Support Office in accordance with services provided. These two proposed reductions are offset in part by the redeployment of one Field Service position from the Geospatial, Information and Telecommunications Technologies Section to the Kuwait Joint Support Office Human Resources Section, as described above, to ensure optimum delivery of technology services to the staff in the Joint Support Office.

161. Since 2010, UNAMA and UNAMI have been working to develop the Kuwait Joint Support Office to provide services to both missions from a remote location where non-location-specific staff can work in a secure environment. The staffing resources of the Joint Support Office remain incorporated in the budgets of UNAMA and UNAMI.

162. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by UNAMI in Kuwait City.

UNAMA Support Office in Kuwait

Table 10
Staffing requirements for the UNAMA Support Office in Kuwait

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	–	–	–	**1**	4	–	**5**	–	4	–	**9**
Proposed 2017	–	–	–	–	1	–	–	–	**1**	1	–	**2**	–	1	–	**3**
Change	–	–	–	–	–	–	–	–	**–**	**(3)**	**–**	**(3)**	**–**	**(3)**	**–**	**(6)**

Kuwait Joint Support Office

Table 11
Staffing requirements for the Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2016	–	–	–	–	1	1	2	1	**5**	15	–	**20**	–	20	–	**40**
Proposed 2017	–	–	–	–	1	1	2	1	**5**	14	–	**19**	–	20	–	**39**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	–	**(1)**

163. In November 2010, upon the signing of a memorandum of agreement with the Government of Kuwait, the UNAMA Support Office officially began to operate in Kuwait. It is co-located with the UNAMI Support Office in the Kheitan Compound. UNAMI has been operating its Support Office in Kuwait since 2004.

164. In response to General Assembly resolution 65/259, in which the Assembly encouraged increased cooperation between and among missions operating in the same geographical location with a view to achieving efficiency and cost-effectiveness, the Kuwait Joint Support Office was launched in December 2012, not as a separately funded office but as a joint integral component of both UNAMA and UNAMI, funded through the assessed budgets for both missions. The Joint Support Office is scalable to the requirements of the missions and the proportion of services rendered to each mission is reflected in the distribution of resources to each mission. The Office is managed by UNAMA and UNAMI and accountability for the performance of the office remains with both missions. The resources for the Office are determined in conjunction with the other resource requirements of UNAMA and UNAMI.

165. Since the inception of the Kuwait Joint Support Office, the progressive integration of UNAMA and UNAMI administrative support personnel and processes into a consolidated Support Office serving both missions has continued. This effort has been led by the Kuwait Joint Support Office steering committee, comprised of the Chiefs of Mission Support of UNAMA and UNAMI and representatives of the Department of Field Support, and by the management team of the Kuwait Joint Support Office.

166. The Joint Support Office has received the approval and relevant delegations of authority to approve workflows related to both missions, particularly in the areas of finance and human resources, which allows for greater integration and economies of scale, thus leading to additional efficiencies.

167. The Joint Support Office also supports United Nations global initiatives, such as the implementation of IPSAS, Umoja and Inspira, and has assumed additional delegation of authority for the delivery of finance and human resources support services to the United Nations Regional Centre for Preventive Diplomacy for Central Asia based in Ashgabad. It is proposed to extend this support to the Office

of the Special Envoy of the Secretary-General for Syria from 2017. Discussions continue between the leadership of UNAMA and UNAMI to identify additional areas for inter-mission cooperation.

168. In addition to funding the positions within the Kuwait Joint Support Office, UNAMA and UNAMI also contribute towards covering the operating costs of the Office. The Office occupies premises operated by UNAMI. Monthly common service recovery costs for UNAMA-funded personnel are billed by UNAMI to UNAMA. These common service recovery costs are billed each quarter and are based on authorized UNAMA staff positions in Kuwait for each quarter, including charges such as electricity, water, cleaning services, security services, facility management, Internet services and building maintenance. In addition, both UNAMA and UNAMI bear costs related to travel and training for the staff of the Joint Support Office funded by their respective missions.

169. The Kuwait Joint Support Office, which has an approved staffing strength of 40 positions funded by UNAMA in 2016 (1 P-5, 1 P-4, 2 P-3, 1 P-2, 15 Field Service and 20 Local level), are assigned dual responsibilities and support both UNAMA and UNAMI in carrying out administrative tasks, including in the areas of finance and human resources. As described above, it is proposed to abolish two Field Service positions in the Finance Section and Human Resources Section in the Kuwait Joint Support Office.

170. The Kuwait Joint Support Office comprises the Head of Office (1 P-5, 1 P-4, 1 Local level), the Finance Section (1 P-3, 3 Field Service, 8 Local level), the Human Resources Section (1 P-3, 6 Field Service, 6 Local level), the Quality/Performance Management Unit (3 Field Service, 1 Local level), the Travel Management Unit (1 Field Service, 2 Local level) and the Payroll Cluster (1 P-2, 1 Field Service, 2 Local level).

171. UNAMA and UNAMI both contribute posts to the Joint Support Office. Table 12 below provides information on the positions they contribute to the Office in 2016 and the proposed contributions for 2017.

Table 12
Posts contributed by UNAMA and UNAMI to the Kuwait Joint Support Office

	International staff	*National staff*	*Total*	*Share (percentage)*
2016 approved positions				
UNAMA	20	20	40	52
UNAMI	12	25	37	48
Total	**32**	**45**	**77**	**100**
2017 proposed positions				
UNAMA	19	20	39	54
UNAMI	10	23	34	46
Total	**29**	**43**	**73**	**100**
Change	**(3)**	**(2)**	**(4)**	–

7. Field offices in regions and provinces

172. The UNAMA field presence will continue to be central to the engagement of the Mission with its stakeholders across the regions of Afghanistan. The field presence enables the Mission to engage, advocate, monitor and report on various matters related to the Mission mandate, in particular through its outreach to populations in remote areas and in challenging security environments.

173. The Mission currently maintains seven regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kunduz and Paktya (Gardez). In addition, it maintains a presence in five provincial offices, in Bamyan, Farah (Farah), Faryab (Maymana), Badakhshan (Fayz Abad) and Baghlan (Pul-e-Khumri).

174. In view of the worsening security situation in Kunduz province, it is proposed that the number of regional offices be reduced from seven to six and that the provincial offices be increased from five to six, including the resizing of the regional office in Kunduz. The current authorized staffing strength for the seven regional and five provincial offices is 730 positions, including 115 international, 596 national and 19 United Nations Volunteer positions.

175. As a result of the proposed resizing of the regional office in Kunduz to the level of a provincial office, ongoing reviews of the level of activities and staff and organizational needs, as well as the regularization of temporary loan arrangements, the total staff strength for the 12 field offices in 2017 will decrease to 631 positions, reflecting a reduction in the regions of 99 positions (9 international, 73 national and 17 United Nations Volunteer positions). In addition, it is proposed that two P-4 positions (one Political Affairs Officer in the Kabul central regional office and one Civil Affairs Officer in the regional office in Balkh (Mazar-e-Sharif)) and one P-2 position (Associate Civil Affairs Officer) be established in the regional office in Nangarhar (Jalalabad).

176. The following summarizes the status of all regional and provincial offices proposed to be operational in 2017. It is proposed that:

(a) The eastern region (Jalalabad) remain as it currently is, with no provincial office;

(b) The western region (Herat) remain as it currently is, with one provincial office in Farah;

(c) The central region (Kabul) remain as it currently is, with no provincial office;

(d) The northern region (Mazar) remain as it currently is, with one provincial office in Faryab (Maymana);

(e) The south-eastern region (Gardez) remain as it currently is, with no provincial office;

(f) The north-eastern region (Kunduz) be reduced through resizing to the level of a provincial office. The region will also be served by the existing two provincial offices in Badakhshan and Baghlan;

(g) The southern region (Kandahar) remain as it currently is, with no provincial office;

(h) The Central Highlands region (Bamyan) remains as it currently is, with no provincial office. The Bamyan field office is considered a provincial office, although its area of operations extends across the Bamyan and Daikundi provinces.

177. Table 13 below shows the approved 2016 and proposed 2017 staffing structure of UNAMA field offices in the regions and provinces.

Table 13
Staffing requirements for regional and provincial offices[a]

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	7	28	32	10	**77**	38	–	**115**	114	482	19	**730**
Proposed 2017	–	–	–	–	6	30	28	8	**72**	34	–	**106**	93	430	2	**631**
Change	–	–	–	–	**(1)**	**2**	**(4)**	**(2)**	**(5)**	**(4)**	–	**(9)**	**(21)**	**(52)**	**(17)**	**(99)**

[a] Includes six regional and six provincial offices.

Table 14
Staffing requirements for regional and provincial offices

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Regional offices																
Kabul	–	–	–	–	1	3	3	1	**8**	4	–	**12**	14	31	–	**57**
Kandahar	–	–	–	–	1	5	2	–	**8**	5	–	**13**	12	58	–	**83**
Herat	–	–	–	–	1	4	3	1	**9**	5	–	**14**	10	33	–	**57**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	4	3	–	**8**	5	–	**13**	13	52	–	**78**
Nangarhar (Jalalabad)	–	–	–	–	1	4	3	3	**11**	3	–	**14**	10	49	–	**73**
Paktya (Gardez)	–	–	–	–	1	3	2	2	**8**	4	–	**12**	11	40	–	**63**
Total regional offices	–	–	–	–	**6**	**23**	**16**	**7**	**52**	**26**	–	**78**	**70**	**263**	–	**411**
Provincial offices																
Bamyan	–	–	–	–	–	1	2	–	**3**	1	–	**4**	4	32	–	**40**
Farah (Farah)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	22	1	**29**
Faryab (Maymana)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	3	19	–	**26**
Badakhshan (Fayz Abad)	–	–	–	–	–	2	3	–	**5**	1	–	**6**	2	29	1	**38**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Baghlan (Pul-e-Khumri)	–	–	–	–	–	1	1	1	3	1	–	4	3	26	–	33
Kunduz	–	–	–	–	–	1	2	–	3	3	–	6	9	39	–	54
Total provincial offices	–	–	–	–	–	7	12	1	20	8	–	28	23	167	2	220
Total regional and provincial offices	–	–	–	–	6	30	28	8	72	34	–	106	93	430	2	631

Regional offices

178. The Mission will continue to operate six regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad) and Paktya (Gardez), with a proposed total staffing strength of 411 positions, as shown in table 15.

179. The subsequent tables provide details of the proposed staffing structure of each regional office.

Table 15
Staffing requirements for regional offices

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	7	22	26	7	62	32	–	94	99	335	14	542
Proposed 2017	–	–	–	–	6	23	16	7	52	26	–	78	70	263	–	411
Change	–	–	–	–	(1)	1	(10)	–	(10)	(6)	–	(16)	(29)	(72)	(14)	(131)

Kabul regional office — central region

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	1	2	5	1	9	4	–	13	13	37	1	64
Proposed 2017	–	–	–	–	1	3	3	1	8	4	–	12	14	31	–	57
Change	–	–	–	–	–	1	(2)	–	(1)	–	–	(1)	1	(6)	(1)	(7)

180. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one P-4 position (Civil Affairs Officer) from the Governance Unit in Kabul, one P-4 position (Judicial Affairs Officer) from the Rule of Law Unit in Kabul, one P-2 position (Associate Human Rights Officer) from the provincial office in Bamyan, one Field Service position (Security Officer) from the Security Section in Kabul, one National Professional Officer position (Assistant Human Rights Officer) from the Nangarhar (Jalalabad) regional office, one National Professional Officer position (Associate Civil Affairs Officer) from the regional office in Herat, one National Professional Officer position (Assistant Judicial Affairs Officer) from the regional office in Balkh (Mazar-e-Sharif) and one Local level position (Field Security Assistant) from the provincial office in Bamyan;

(b) Outward redeployment of one P-4 position (Political Affairs Officer) to the regional office in Kandahar, one P-3 position (Civil Affairs Officer) to the Governance Unit in Kabul, one Field Service position (Transport Assistant) to the Surface Transport Section in Kabul and two Local level positions (one Field Security Assistant to the Security Section in Kabul and one Training Assistant to the Language Unit in Kabul);

(c) Abolishment of one United Nations Volunteer position (Language Coordinator) and five Local level positions (three Telecommunications Assistants, one Team Assistant and one Electrician).

181. In addition, following a review of the level of activities and staff, and based on organizational needs, it is proposed that one P-3 position (Political Affairs Officer), one P-2 position (Associate Political Affairs Officer) and two National Professional Officer positions (one Assistant Political Affairs Officer and one Associate Public Information Officer) be abolished.

Kandahar regional office — southern region

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**
Proposed 2017	–	–	–	–	1	5	2	–	**8**	5	–	**13**	12	58	–	**83**
Change	–	–	–	–	–	**3**	**(1)**	**(1)**	**1**	**(1)**	–	–	**(2)**	**8**	**(1)**	**5**

182. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of three P-4 positions (one Judicial Affairs Officer from the Rule of Law Unit in Kabul, one Political Affairs Officer from the regional office in Kabul (central regional office) and one Civil Affairs Officer from the regional office in Balkh (Mazar-e-Sharif)), one P-3 position (Human Rights Officer) from the Human Rights Unit in Kabul, one Field Service position (Security Officer) from the Nangarhar (Jalalabad) regional office and 13 Local level positions (one

Field Security Radio Operator from the Security Section in Kabul, eight Field Security Guards from the Herat regional office, one Field Security Guard from the Faryab provincial office, one Field Security Guard from the Badakhshan (Fayz Abad) provincial office and one Field Security Guard and one Field Security Radio Operator from the Baghlan (Pul-e-Khumri) provincial office);

(b) Outward redeployment of two P-3 positions (one Civil Affairs Officer to the provincial office in Kunduz and one Coordination Officer to the provincial office in Badakhshan (Fayz Abad)), one P-2 position (Associate Human Rights Officer) to the Human Rights Unit in Kabul, one National Professional Officer position (Medical Officer) to the Medical Services Section in Kabul and two Local level positions (one Field Security Radio Operator and one Driver) to the Nangarhar (Jalalabad) regional office and the provincial office in Badakhshan (Fayz Abad) respectively;

(c) Abolishment of one Field Service position (Engineering Technician), one United Nations Volunteer position (Engineering Technician) and two Local level positions (one Team Assistant and one Administrative Assistant).

183. In addition, following a review of the level of activities and staff and based on organizational needs, the abolishment of positions in the Kandahar region are proposed as follows: one Field Service position (Security Officer), due to the reduction in the foot print of UNAMA, one National Professional Officer position (Medical Officer), as the average level of patients does not sufficiently justify deploying a medical officer to the regional office and two Local level positions (one Field Security Assistant and one Liaison Assistant). In addition, it is proposed to redeploy one Local level position (Judicial Affairs Assistant) from the Rule of Law Unit in Kabul.

Herat regional office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	4	5	–	**10**	6	–	**16**	14	46	3	**79**
Proposed 2017	–	–	–	–	1	4	3	1	**9**	5	–	**14**	10	33	–	**57**
Change	–	–	–	–	–	–	**(2)**	**1**	**(1)**	**(1)**	–	**(2)**	**(4)**	**(13)**	**(3)**	**(22)**

184. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of two P-3 positions (one Human Rights Officer to the provincial office in Bamyan and one Civil Affairs Officer to the provincial office in Farah), two Field Service positions (one Security Officer to the Paktya (Gardez) regional office and one Air Operations Assistant to the Air Operations Section in Kabul), four National Professional Officer positions (one Associate Civil Affairs Officer to the regional office in Kabul (central regional office), two Associate Child Protection Officers to the Human Rights Unit in Kabul and one

Associate Rule Of Law Officer to the Rule of Law Unit in Kabul) and 15 Local level positions to various locations (one Liaison Assistant to the Bamyan provincial office, one Liaison Assistant to the Badakhshan (Fayz Abad) provincial office, eight Field Security Guards to the Kandahar regional office, two Field Security Assistants to the Security Section in Kabul, one Driver and one Transport Assistant to the Surface Transport Section in Kabul and one Information Systems Assistant to the Geospatial, Information and Telecommunications Technologies Section in Kabul);

(b) Inward redeployment of one P-2 position (Associate Civil Affairs Officer) from the provincial office in Farah (Farah), one Field Service position (Security Officer) from the Security Section in Kabul, one National Professional Officer position (Assistant Civil Affairs Officer) from the regional office in Paktya (Gardez) and three Local level positions (one Human Rights Assistant, one Political Affairs Assistant and one Field Language Assistant), one each from the regional office in Paktya (Gardez), the Political Affairs Division in Kabul and the Military Advisory Unit in Kabul;

(c) Abolishment of one National Professional Officer position (Associate Air Operations Officer), three United Nations Volunteer positions (Engineer, Vehicle Mechanic and Language Coordinator) and one Local level position (Training Assistant).

Balkh (Mazar-e-Sharif) regional office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	5	4	1	**11**	4	–	**15**	16	55	2	**88**
Proposed 2017	–	–	–	–	1	4	3	–	**8**	5	–	**13**	13	52	–	**78**
Change	–	–	–	–	–	**(1)**	**(1)**	**(1)**	**(3)**	**1**	–	**(2)**	**(3)**	**(3)**	**(2)**	**(10)**

185. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of one P-4 position (Civil Affairs Officer) to the regional office in Kandahar, one P-2 position (Associate Civil Affairs Officer) to the Governance Unit in Kabul, one National Professional Officer position (Assistant Judicial Affairs Officer) to the regional office in Kabul (central regional office) and five Local level positions to various locations (one Field Security Assistant to the Security Section in Kabul, three Drivers to the Surface Transport Section in Kabul and one Human Resources Assistant to the Human Resources Section in Kabul);

(b) Inward redeployment of two Field Service positions (one Information Systems Assistant from the Geospatial, Information and Telecommunications Technologies Section in Kuwait and one Security Officer from the regional office in Nangarhar (Jalalabad)) and six Local level positions (one Field Language Assistant from the Military Advisory Unit in Kabul, one Field Security Assistant from the Baghlan (Pul-e-Khumri) provincial office, three Field Security Guards, two from the

Faryab provincial office and one from the Security Section in Kabul, and one Field Security Radio Operator from the Faryab provincial office);

(c) Establishment of one National Professional Officer position (Assistant Information Analyst) and one Local level position (Air Operations Assistant);

(d) Abolishment of one Field Service position (Information Systems Assistant) and two United Nations Volunteer positions (Vehicle Mechanic and Language Coordinator) and five Local level positions (one Field Language Assistant, one Judicial Affairs Assistant, one Administrative Assistant, one Air Operations Assistant and one Training Assistant).

186. In addition, following a review of the level of activities and staff, and based on organizational needs, it is proposed that one P-3 position (Human Rights Officer) be abolished as it is vacant and no longer required as the functions are carried out by existing staff of the office, and that three National Professional Officer positions (one Assistant Civil Affairs Officer, one Assistant Security Officer and one Medical Officer) also be abolished.

Nangarhar (Jalalabad) regional office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2016	–	–	–	–	1	4	4	2	**11**	5	–	**16**	15	52	2	**85**
Proposed 2017	–	–	–	–	1	4	3	3	**11**	3	–	**14**	10	49	–	**73**
Change	–	–	–	–	–	–	**(1)**	**1**	**–**	**(2)**	–	**(2)**	**(5)**	**(3)**	**(2)**	**(12)**

187. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Outward redeployment of one P-3 position (Civil Affairs Officer) to the provincial office in Faryab (Maymana), one P-2 position (Associate Political Affairs Officer) to the Political Affairs Division in Kabul, two Field Service positions (Security Officers) to the regional office in Kandahar and to the regional office in Balkh (Mazar-e-Sharif), two National Professional Officer positions (one Assistant Human Rights Officer to the Human Rights Unit in Kabul and one Assistant Engineer to the Engineering Section in Kabul), one United Nations Volunteer position (Engineer) to the Engineering Section in Kabul and four Local level positions (two Drivers to the Surface Transport Section in Kabul, one Driver to the Air Operations Section in Kabul and one Telecommunications Assistant to the Geospatial, Information and Telecommunications Technologies Section in Kabul);

(b) Inward redeployment of one P-2 position (Associate Security Officer) from the Security Section in Kabul and three Local level positions (one Field Security Guard and one Field Security Radio Operator from the provincial office in Faryab (Maymana) and one Field Security Radio Operator from the regional office in Kandahar);

(c) Abolishment of one National Professional Officer position (Assistant Civil Affairs Officer), one United Nations Volunteer position (Vehicle Mechanic) and one Local level position (Transport Assistant).

188. In addition, following a review of the level of activities and staff, and based on organizational needs, the following movements of positions are proposed:

(a) Abolishment of two National Professional Officer positions (Assistant Security Officer and Medical Officer) and one Local level position (Telecommunications Assistant);

(b) Establishment of one P-2 position (Associate Civil Affairs Officer) to focus on contact with and provision of technical advice to relevant local stakeholders, coordination of activities and initiatives related to subnational governance and development, information collection and assessment and assistance in organizing subnational forum/working group meetings.

Paktya (Gardez) regional office — south-eastern region

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	3	2	1	**7**	3	–	**10**	13	46	2	**71**
Proposed 2017	–	–	–	–	1	3	2	2	**8**	4	–	**12**	11	40	–	**63**
Change	–	–	–	–	–	–	–	1	**1**	1	–	**2**	**(2)**	**(6)**	**(2)**	**(8)**

189. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one P-2 position (Associate Electoral Officer) from the Political Affairs Division in Kabul, one Field Service position (Security Officer) from the regional office in Herat, one Field Service position (Administrative Officer) from the provincial office in Bamyan, one National Professional Officer position (Associate Civil Affairs Officer) from the provincial office in Kunduz and two Local level positions (one Field Security Assistant from the provincial office in Faryab (Maymana) and one Field Security Radio Operator from the regional office in Paktya (Gardez));

(b) Outward redeployment of one National Professional Officer position (Assistant Civil Affairs Officer) to the regional office in Herat, five Local level positions to various locations (one Human Rights Assistant and one Field Security Assistant to the provincial office in Bamyan, one Human Rights Assistant to the regional office in Herat, one Driver to the Surface Transport Section in Kabul and one Field Security Radio Operator to the regional office in Paktya (Gardez));

(c) Abolishment of one National Professional Officer position (Assistant Civil Affairs Officer), two United Nations Volunteer positions (one Vehicle Mechanic and one Language Coordinator) and two Local level positions (one Electrician and one Telecommunications Assistant).

190. In addition, following a review of the level of activities and staff in the office, and based on organizational needs, it is proposed that one Field Service position (Security Officer) be abolished owing to the reduction in the foot print of UNAMA in the region, one National Professional Officer position (Medical Officer) be abolished as a review of average patient numbers seen by the medical officer does not sufficiently justify having a medical officer in the office and one Local level position (Liaison Assistant) also be abolished.

Provincial offices

191. The Mission will operate six provincial offices, in Farah (Farah), Faryab (Maymana), Badakhshan (Fayz Abad), Baghlan (Pul-e-Khumri), Bamyan and Kunduz, with a proposed total staffing strength of 220 positions, as shown in table 16.

192. The subsequent tables provide details of the proposed staffing structure of each provincial office.

Table 16
Staffing requirements for provincial offices

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	6	6	3	**15**	6	–	**21**	15	147	5	**188**
Proposed 2017	–	–	–	–	–	7	12	1	**20**	8	–	**28**	23	167	2	**220**
Change	–	–	–	–	–	**1**	**6**	**(2)**	**5**	**2**	–	**7**	**8**	**20**	**(3)**	**32**

Farah (Farah) (under the Herat regional office/western region)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Proposed 2017	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	22	1	**29**
Change	–	–	–	–	–	–	**1**	**(1)**	–	–	–	–	**(1)**	**(6)**	–	**(7)**

193. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one P-3 position (Civil Affairs Officer) from the regional office in Herat and one Field Service position (Security Officer) from the provincial office in Baghlan (Pul-e-Khumri);

(b) Outward redeployment of one P-2 position (Associate Civil Affairs Officer) to the regional office in Herat, one Field Service position (Security Officer) to the provincial office in Baghlan (Pul-e-Khumri) and five Local level positions (three Field Security Guards to the Security Section in Kabul, one Field Security Radio Operator to the provincial office in Badakhshan (Fayz Abad) and one Information Systems Assistant to the Geospatial, Information and Telecommunications Technologies Section in Kabul);

(c) Abolishment of one United Nations Volunteer position (Engineer) and one Local level position (Field Language Assistant);

(d) Establishment of one United Nations Volunteer position (Political Affairs Officer).

194. In addition, following a review of the level of activities and staff, and based on organizational needs, it is proposed that one National Professional Officer position (Associate Civil Affairs Officer) be abolished.

Faryab (Maymana) (under the Balkh regional office/northern region)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Proposed 2017	–	–	–	–	–	1	2	–	**3**	1	–	**4**	3	19	–	**26**
Change	–	–	–	–	–	–	**1**	–	**1**	–	–	**1**	–	**(11)**	**(1)**	**(11)**

195. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one P-3 position (Civil Affairs Officer) from the regional office in Nangarhar (Jalalabad) and one National Professional Officer position (Assistant Civil Affairs Officer) from the provincial office in Bamyan;

(b) Abolishment of one United Nations Volunteer position (Engineer);

(c) Outward redeployment of one National Professional Officer position (Associate Civil Affairs Officer) to the provincial office in Bamyan and 11 Local level positions (four Field Security Guards to the Security Section in Kabul, one Field Security Guard and one Field Security Radio Operator to the regional office in Nangarhar (Jalalabad), one Field Security Assistant to the regional office in Paktya (Gardez), two Field Security Guards and one Field Security Radio Operator to the regional office in Balkh (Mazar-e-Sharif) and one Field Security Guard to the regional office in Kandahar).

Badakhshan (Fayz Abad)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	2	2	–	4	1	–	5	2	28	–	35
Proposed 2017	–	–	–	–	–	2	3	–	5	1	–	6	2	29	1	38
Change	–	–	–	–	–	–	1	–	1	–	–	1	–	1	1	3

196. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one P-3 position (Electoral Officer) from the Political Affairs Division in Kabul, one P-3 position (Coordination Officer) and one National Professional Officer position (Assistant Civil Affairs Officer) from the regional office in Kandahar and five Local level positions (one Political Affairs Assistant and one Programme Management Assistant from the provincial office in Kunduz, one Liaison Assistant from the regional office in Herat, one Driver from the regional office in Kandahar and one Field Security Radio Operator from the provincial office in Farah);

(b) Abolishment of one Local level position (Administrative Assistant);

(c) Outward redeployment of one P-3 position (Political Affairs Officer) to the Political Affairs Division in Kabul, one National Professional Officer position (Assistant Human Rights Officer) to the provincial office in Bamyan, and four Local level positions (two Field Security Assistants and one Field Security Guard to the provincial office in Kunduz and one Field Security Guard to the regional office in Kandahar);

(d) Establishment of one Local level position (Air Operations Assistant) and one United Nations Volunteer position (Political Affairs Officer).

Baghlan (Pul-e-Khumri)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	1	1	1	3	1	–	4	3	30	–	37
Proposed 2017	–	–	–	–	–	1	1	1	3	1	–	4	3	26	–	33
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(4)	–	(4)

197. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed: outward redeployment of four

Local level positions (one Air Operations Assistant to the Air Operations Section in Kabul, one Field Security Assistant and one Field Security Guard to the regional office in Kandahar and one Field Security Assistant to the regional office in Balkh (Mazar-e-Sharif)).

Bamyan

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	1	**3**	2	–	**5**	4	31	3	**43**
Proposed 2017	–	–	–	–	–	1	2	–	**3**	1	–	**4**	4	32	–	**40**
Change	–	–	–	–	–	–	**1**	**(1)**	–	**(1)**	–	**(1)**	–	**1**	**(3)**	**(3)**

198. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Abolishment of one P-3 position (Political Affairs Officer), one National Professional Officer position (Associate Political Affairs Officer), two Local level positions (one Administrative Assistant and one Information Systems Assistant) and two United Nations Volunteer positions (one Vehicle Mechanic and one Language Coordinator);

(b) Inward redeployment of one P-3 position (Human Rights Officer) from the regional office in Herat, one National Professional Officer position (Associate Civil Affairs Officer) from the provincial office in Faryab (Maymana), one National Professional Officer position (Assistant Human Rights Officer) from the provincial office in Badakhshan (Fayz Abad) and three Local level positions (one Human Rights Assistant and one Field Security Guard from the regional office in Paktya (Gardez) and one Liaison Assistant from the regional office in Herat);

(c) Outward redeployment of one P-2 position (Associate Human Rights Officer) to the regional office in Kabul (central regional office), one Field Service position (Administrative Officer) to the provincial office in Paktya (Gardez), one United Nations Volunteer position (Engineer) to the Engineering Section in Kabul, one National Professional Officer position (Assistant Civil Affairs Officer) to the provincial office in Faryab (Maymana) and two Local level positions (one Field Security Assistant to the regional office in Kabul (central regional office) and one Administrative Assistant to the Human Resources Section in Kabul));

(d) Establishment of one P-3 position (Civil Affairs Officer) and two Local level positions (Drivers).

Kunduz provincial office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2016	–	–	–	–	1	2	3	1	7	4	–	**11**	14	49	3	77
Proposed 2017	–	–	–	–	–	1	2	–	**3**	3	–	**6**	9	39	–	**54**
Change	–	–	–	–	**(1)**	**(1)**	**(1)**	**(1)**	**(4)**	**(1)**	–	**(5)**	**(5)**	**(10)**	**(3)**	**(23)**

199. In view of the worsening security situation in Kunduz province, it is proposed to resize the Kunduz field office from a regional to a provincial set-up, which would result in the proposed abolishment of 20 positions, as follows: one P-5 position (Head Of Office, Political Affairs), one P-4 position (Civil Affairs Officer), two P-3 positions (Security Coordination Officer and Political Affairs Officer), one P-2 position (Associate Human Rights Officer), one Field Service position (Information Systems Assistant), three National Professional Officer positions (one Associate Political Affairs Officer and two Medical Officers) and 11 Local level positions (eight Drivers, one Facilities Management Assistant, one Administrative Assistant and one Liaison Assistant).

200. In the context of the regularization of temporary loan arrangements, the following movements of positions are proposed:

(a) Inward redeployment of one P-3 position (Civil Affairs Officer) from the regional office in Kandahar and three Local level positions (Field Security Guards) from the provincial office in Badakhshan (Fayz Abad);

(b) Outward redeployment of two National Professional Officer positions (Assistant Civil Affairs Officers), one to the regional office in Paktya (Gardez) and one to the provincial office in Badakhshan (Fayz Abad), two Local level positions (one Political Affairs Assistant and one Programme Management Assistant to the provincial office in Badakhshan (Fayz Abad)) and one United Nations Volunteer position (Vehicle Mechanic) to the Surface Transport Section in Kabul;

(c) Abolishment of two United Nations Volunteer positions (one Architect and one Language Coordinator).

IV. Analysis of resource requirements

Table 17
Detailed cost estimates
(Thousands of United States dollars)

		1 January to 31 December 2016			1 January to 31 December 2017				
	Category of expenditure	Appropriation (1)	Estimated expenditures (2)	Variance (3)=(1)-(2)	Appropriation (4)=(1)	Total requirements (5)	Non-recurrent requirements (6)	Variance (2017-2016) (7)=(5)-(4)	Net requirements for 2017[a] (8)=(5)-(3)
I.	**Military and police personnel**								
	Military observers	588.9	508.0	80.9	588.9	588.9	–	–	508.0
	United Nations police	232.6	213.3	19.3	232.6	232.6	–	–	213.3
	Total category I	**821.5**	**721.3**	**100.2**	**821.5**	**821.5**	**–**	**–**	**721.3**
II.	**Civilian personnel costs**								
	International staff	70 759.1	72 563.5	(1 804.4)	70 759.1	65 737.4	–	(5 021.7)	67 541.8
	National staff	44 297.8	46 956.6	(2 658.8)	44 297.8	42 462.2	–	(1 835.6)	45 121.0
	United Nations Volunteers	3 440.2	3 987.3	(547.1)	3 440.2	3 719.1	–	278.9	4 266.2
	Total category II	**118 497.1**	**123 507.4**	**(5 010.3)**	**118 497.1**	**111 918.7**	**–**	**(6 578.4)**	**116 929.0**
III.	**Operational costs**								
	Consultants	185.9	177.0	8.9	185.9	205.9	–	20.0	197.0
	Official travel	1 780.8	1 721.7	59.1	1 780.8	1 666.5	–	(114.3)	1 607.4
	Facilities and infrastructure	31 741.9	31 231.2	510.7	31 741.9	29 014.9	1 510.2	(2 727.0)	28 504.2
	Ground transportation	1 773.9	1 613.1	160.8	1 773.9	1 588.6	–	(185.3)	1 427.8
	Air transportation	18 589.9	14 488.1	4 101.8	18 589.9	15 302.9	10.8	(3 287.0)	11 201.1
	Communications	4 466.7	3 562.1	904.6	4 466.7	3 930.5	175.6	(536.2)	3 025.9
	Information technology	2 407.9	2 997.3	(589.4)	2 407.9	2 700.7	302.3	292.8	3 290.1
	Medical	619.6	558.8	60.8	619.6	594.9	32.6	(24.7)	534.1
	Other supplies, services and equipment	2 359.1	2 666.3	(307.2)	2 359.1	2 421.8	–	62.7	2 729.0
	Total category III	**63 925.7**	**59 015.6**	**4 910.1**	**63 925.7**	**57 426.7**	**2 031.5**	**(6 499.0)**	**52 516.6**
	Total requirements	**183 244.3**	**183 244.3**	**–**	**183 244.3**	**170 166.9**	**2 031.5**	**(13 077.4)**	**170 166.9**

[a] Net requirements after taking into account the estimated underexpenditures or overexpenditures for 2016.

A. Military and police personnel

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Military observers	588.9	508.0	80.9	588.9	588.9	–	508.0

201. The provision of $588,900 reflects requirements for the deployment of 12 military advisers with respect to mission subsistence allowance, taking into account an estimated vacancy rate of 5 per cent ($461,000), travel costs ($85,500), clothing allowance ($2,400) and death and disability compensation ($40,000).

202. The actual deployment of military personnel in 2016 is anticipated to result in an average vacancy rate of 14.6 per cent, compared with the budgeted rate of 5 per cent.

203. The unencumbered balance in 2016 relates mainly to a lower cost of deployment and repatriation of military advisers and to an anticipated higher than budgeted average actual vacancy rate of 14.6 per cent.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
United Nations Police	232.6	213.3	19.3	232.6	232.6	–	213.3

204. The provision of $232,600 reflects requirements for the deployment of five civilian police advisers with respect to mission subsistence allowance, taking into account an estimated vacancy rate of 20 per cent ($161,800), travel costs ($30,000), clothing allowance ($800) and death and disability compensation ($40,000).

205. The actual deployment of United Nations police in 2016 is anticipated to result in an average vacancy rate of 13.3 per cent, compared with the budgeted rate of 20 per cent.

206. The unencumbered balance in 2016 relates mainly to a lower cost of deployment and repatriation of United Nations police, partially offset by an anticipated lower than budgeted, average actual vacancy rate of 13.3 per cent.

B. Civilian personnel

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
International staff	70 759.1	72 563.5	(1 804.4)	70 759.1	65 737.4	(5 021.7)	67 541.8

207. The provision of $65,737,400 reflects requirements for salaries ($34,747,800), common staff costs ($25,420,000) and danger pay allowance ($5,569,600) for the deployment of 357 international staff, including 200 in the Professional category, 156 in the Field Service category and one in the General Service category. The cost estimates take into account an estimated vacancy rate of 10 per cent.

208. The above cost estimates take into account the proposed movements detailed in table 6.

209. The provision for salaries and common staff costs reflects the provision at the actual average step in grade and dependency status of the current incumbents and the ratio of actual common staff cost expenditures to actual salaries, based on expenditure trends.

210. The provision for danger pay allowance would cover compensation for service under dangerous conditions, which is payable to international staff deployed to all locations in Afghanistan only and is budgeted at $1,600 per month per international staff member for 10 months, taking into account the two-month period for official travel, training days and leave days, during which the entitlement for danger pay is not applicable. Rest and recuperation allowance is budgeted at $450 per rest and recuperation cycle per international staff to cover travel costs to the designated destination for rest and recuperation.

211. The actual deployment of international staff in 2016 is anticipated to result in an average vacancy rate of 12.1 per cent, compared with the budgeted rate of 12 per cent.

212. The net variance between 2017 requirements and the 2016 approved budget mainly reflects the provision at the actual average step in grade and dependency status of current incumbents and the ratio of actual common staff cost expenditures to actual salaries, based on expenditure trends. It also reflects the net reduction of 19 positions.

213. The overrun in 2016 relates mainly to the actual salaries being higher than the average budgeted salary rates and the payment of one month's danger pay relating to 2015.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
National staff	44 297.8	46 956.6	(2 658.8)	44 297.8	42 462.2	(1 835.6)	45 121.0

214. The provision of $42,462,200 reflects requirements for salaries ($26,228,300), common staff costs ($9,096,900), compensation for deployment to a dangerous duty station ($6,777,000) and overtime ($360,000) for 1,125 national staff positions, including 172 National Professional Officer and 953 Local level positions. The cost estimates take into account an estimated vacancy rate of 6 per cent for National Professional Officers and 4 per cent for Local level staff.

215. The above cost estimates take into account the proposed movements detailed in table 6.

216. The provision for salaries is budgeted using salary scales for Afghanistan, revisions 15 and 46, effective 1 March 2015, for National Professional Officers and Local level staff respectively. The provision for salaries of Local level staff deployed in Kuwait is budgeted using revision 110, effective 1 April 2008.

217. The provision for common staff costs is budgeted at 35 per cent of net national salaries for staff based in Afghanistan, Islamabad and Tehran and at 25 per cent for staff based in Kuwait.

218. The provision for danger pay allowance would cover compensation for deployment to a dangerous duty station.

219. The provision for overtime is foreseen for national staff who cover services outside business hours.

220. The actual deployment of national staff in 2016 is anticipated to result in average vacancy rates of 10.1 per cent and 4.0 per cent for National Professional Officers and Local level staff, respectively, as compared with the budgeted rates of 6.0 per cent and 4.0 per cent.

221. The net variance between the 2017 requirements and the 2016 approved budget reflects mainly the proposed net reduction of 38 National Professional Officer positions.

222. The overrun in 2016 relates mainly to retroactive payments of increased salaries resulting from the classification exercise, as a result of the upward in step classification of 131 positions, which is partially offset by the downward step classification of seven positions, effective from 1 January 2016; increased projected common staff costs by 3.0 per cent of staff salaries; and slightly higher than budgeted actual salary rates.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
United Nations Volunteers	3 440.2	3 987.3	(547.1)	3 440.2	3 719.1	278.9	4 266.2

223. The provision of $3,719,100 reflects requirements for the deployment of 79 United Nations Volunteers to cover recurrent and non-recurrent costs ($3,170,800), taking into account an estimated vacancy rate of 20 per cent and programme support costs payable to UNV headquarters in Bonn, Germany ($548,300).

224. The above cost estimates take into account the proposed movements detailed in table 6.

225. The cost estimates take into account a vacancy rate of 20 per cent for 2017. The actual deployment of United Nations Volunteers in 2016 is anticipated to result in an average actual vacancy rate of 15.1 per cent, compared with the budgeted rate of 20 per cent.

226. The variance between 2017 requirements and the 2016 approved budget reflects mainly payments due to UNV headquarters in Bonn for a Programme Manager position (at the P-3 level) that was not previously budgeted for.

227. The overrun in 2016 relates mainly to payments due to UNV headquarters in Bonn, Germany, for a Programme Manager position at the P-3 level that was not previously budgeted for, as well as the lower actual vacancy rate of 15.1 per cent.

C. Operational costs

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Consultants	185.9	177.0	8.9	185.9	205.9	20.0	197.0

228. The provision of $205,900 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to non-training activities carried out to support substantive areas of the Mission ($74,800) and training activities for Mission personnel ($131,100).

229. The variance between the 2017 requirements and the 2016 approved budget is attributable mainly to the engagement of two additional consultants, offset in part by reduced costs of consultants for training.

230. The unencumbered balance in 2016 relates mainly to a reduced actual fee for consultants.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Official travel	1 780.8	1 721.7	59.1	1 780.8	1 666.5	(114.3)	1 607.4

231. The provision of $1,666,500 reflects requirements for official travel to carry out non-training ($1,273,000) and training ($393,500) activities.

232. The proposed requirements for official travel of staff for non-training activities include travel within and outside the Mission area, as follows:

(a) Travel within the Mission area includes the travel of staff to provide essential technical support to field offices and to ensure that regular programme consultation takes place among the various components of the Mission to enable it to achieve the efficient implementation of its mandate;

(b) Travel outside the Mission area includes the official travel of the Special Representative of the Secretary-General and members of his senior staff in connection with the implementation of the Mission mandate to attend various high-level conferences on Afghanistan and to visit and hold meetings with donor countries in their capital cities; official travel for consultations with political counterparts and the provision of briefings to the Security Council in New York; official travel of staff for political and operational consultations; and official travel of staff to enable the Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs to carry out political and operational consultations in Kabul.

233. The variance between the 2017 requirements and the 2016 approved budget reflects mainly a reduction in daily subsistence allowance rates applicable to Afghanistan and a slight decrease in the airfare for trips from Kabul to Kuwait.

234. The unencumbered balance in 2016 relates mainly to the implementation of polices on official travel (requiring certification by programme managers that the objectives of outside Mission travel cannot be achieved through other, audiovisual means, approval by the Chief of Mission Support for all outside Mission travel and reduced actual air fare costs.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Facilities and infrastructure	31 741 9	31 231 2	510 7	31 741 9	29 014 9	(2 727 0)	28 504 2

235. The provision of $29,014,900 reflects requirements for facilities and infrastructure with respect to:

(a) Acquisitions valued at $1,510,200 comprising: accommodation and refrigeration equipment ($117,800), maintenance supplies ($370,600), fuel tanks and pumps ($40,000), office furniture ($155,800), office and other equipment ($227,000) and security, safety and firefighting equipment ($599,000);

(b) Rental of premises in Kabul and in the regions and provinces in Afghanistan, as well as in Tehran and Dubai ($3,739,200);

(c) Utilities and waste disposal services ($694,700);

(d) Maintenance, cleaning, surge support, pest control and waste disposal services, including the shared cost for common services for UNAMA headquarters in Kabul, the regional office in Herat and the offices in Islamabad and Kuwait, and other building maintenance services for generators and wastewater plants at all Mission locations ($3,706,400);

(e) Security services estimated at $10,920,100, including:

(i) The Mission share of the cost of armed static guards provided by the Afghan Directorate of Protection and Security deployed to secure various United Nations compounds in Kabul and throughout the regions ($1,459,200);

(ii) Special meal allowance for the Directorate of Protection and Security armed static guards deployed to all field offices, except Kabul ($256,000);

(iii) Private security company unarmed guard services to secure UNAMA compounds in Kabul and throughout the regions ($445,000);

(iv) Deployment of private security company armed guards in UNAMA compounds country-wide ($7,229,400);

(v) Road missions, including meal allowances for armed escorts and the rental of escort vehicles ($172,900);

(vi) The UNAMA portion of the cost-shared budget of the Department of Safety and Security administered by UNDP ($786,000);

(vii) Canine services, including dogs and dog handlers, based in Kabul and Kandahar ($406,300);

(viii) The UNAMA share of the cost of security under common security arrangements for the Kuwait Office ($160,000);

(ix) The UNAMA share of the cost of security under common security arrangements for the offices in Tehran and Islamabad ($5,300);

(f) Alteration, renovation and construction services for all Mission locations ($2,145,600);

(g) Petrol, oil and lubricants for generators, based on an estimated consumption of 6.1 million litres of generator fuel, at a rate of $0.74 per litre ($4,515,000), and oil and lubricants ($134,000);

(h) Other costs, including stationery and office supplies ($123,900), spare parts and supplies ($715,800), field defence supplies ($69,000), sanitation and cleaning materials ($41,000) and architectural and demolition services ($700,000).

236. The variance between the 2017 requirements and the 2016 approved budget reflects mainly the exclusion of acquisition of generators and electrical equipment, the exclusion of resources for the quick reaction force, a reduction in the rate and quantity of generator fuel used and the reduction of one team of canines each in the Alpha Compound and the regional office in Kandahar, the reduction of four Security Guards in the provincial office in Farah, a reduction in the UNAMA contribution towards the inter-agency security cost-shared budget for Afghanistan administered by UNDP and a reduction in road mission requirements.

237. The net unencumbered balance in 2016 is attributable mainly to efficiency gains from the redesign of the UNAMA electrical mains at the United Nations office complex in Afghanistan and a lower price per litre than budgeted. The efficiencies were offset in part by increased requirements for maintenance services in response to the changing security environment directly affecting UNAMA compounds and to initiatives for improvements in wastewater management.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Ground transportation	1 773.9	1 613.1	160.8	1 773.9	1 588.6	(185.3)	1 427.8

238. The provision of $1,588,600 reflects requirements for the ground transportation fleet of the Mission, which comprises 284 vehicles, including 238 passenger vehicles (all armoured, except for 15 that are soft skin) and 46 other vehicles (3 4x4 armoured vehicles for the operational reserve, 17 trucks, 9 material handling equipment vehicles, 2 tractors, 11 ambulances, 2 cargo vans, 1 mine-hardened RG-32 vehicle and 1 medium bus). The proposed requirements for 2017 include:

(a) The acquisition of additional vehicle workshop equipment and tools for the Mission vehicle repair shops ($8,700);

(b) The rental of specialized vehicles and heavy equipment for engineering use ($55,800);

(c) Insurance to cover third-party liability for vehicles and items of material handling equipment ($12,100);

(d) Repair and maintenance of vehicles ($500,000);

(e) Spare parts ($519,400);

(f) Petrol, oil and lubricants based on an estimated consumption of 583,300 litres per year for all UNAMA vehicles at a cost of $0.74 per litre, including an off-road adjustment ($492,600).

239. The variance between the 2017 requirements and the 2016 approved budget reflects mainly a decrease in the price per litre of fuel from $0.957 in 2016 to $0.74 in 2017 and a reduction in the number of vehicles in the fleet.

240. The unencumbered balance in 2016 is attributable mainly to expected efficiencies in vehicle fuel use because of the heightened security environment and the consequent restrictions on road movements and a lower fuel price per litre than budgeted. The efficiencies were offset in part by increased requirements for vehicle workshop equipment to replace items lost and damaged as a result of the attack on the UNAMA Kunduz compound on 28 September 2015 and the subsequent breach and looting of the compound.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Air transportation	18 589 9	14 488 1	4 101 8	18 589 9	15 302 9	(3 287 0)	11 201 1

241. The provision of $15,302,900 reflects requirements for the Mission air fleet, which comprises six aircraft, three fixed-wing and three rotary-wing, operating a total of 2,520 hours, as follows:

(a) Rental and operation of fixed-wing aircraft ($5,419,400). Following a comprehensive review of the UNAMA air asset usage and flying hours, it is proposed to increase the flight hours for fixed-wing aircraft by 120 hours (8 per cent) from the 1,500 budgeted flight hours in 2016 to 1,620 hours in 2017. Furthermore, the Mission has replaced the Learjet 60 aircraft with a Hawker HS-125, which is not on'y more suitable for UNAMA operations, but also more cost efficient;

(b) Rental and operation of rotary-wing aircraft ($8,139,900). Following a comprehensive review of the UNAMA air asset usage and flying hours, it is proposed to reduce the flight hours by 600 hours (40 per cent) from 1,500 budgeted in 2016 to 900 hours in 2017 for rotary-wing aircraft;

(c) Petrol, oil and lubricants, based on an estimated consumption of approximately 1.535 million litres of aviation fuel for 2,520 flight hours at a rate of $1.011 per litre ($1,552,800);

(d) Liability insurance ($49,800);

(e) Landing fees and ground handling charges ($51,800);

(f) Air safety equipment and supplies related to air safety ($10,800);

(g) Aircrew subsistence allowance ($18,600);

(h) Air transport services, including air navigation charges for UNAMA flights, charges for air tracking services, subscriptions to aviation planning software and electronic charts to allow for proper planning of internal and international flights and aircraft de-icing services ($59,800).

242. The variance between the 2017 requirements and the 2016 approved budget relates mainly to the reconfiguration of the Mission air fleet, including the replacement of one aircraft, which has resulted in lower contractual costs to operate the fleet, including lower charges for rental, operation, services and ground handling and reduced consumption of fuel, as well as to the lower price of fuel.

243. The unencumbered balance in 2016 relates to: (a) a decreased consumption of aviation fuel; (b) the replacement of the Lear Jet 60 with a less expensive contract for an HS-125 aircraft effective June 2016, including reduced lease costs for two aircraft; and (c) underutilization or no utilization of one-time aircraft positioning, de-positioning and painting costs and reduced projected flight hours.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Communications	4 466.7	3 562.1	904.6	4 466.7	3 930.5	(536.2)	3 025.9

244. The provision of $3,930,500 reflects requirements for communications with respect to:

(a) The replacement of communications equipment, including a high powered satellite amplifier, a microwave link, a satellite modem and satellite transceiver and the replacement of radios that have reached or exceeded their scheduled life cycle ($160,600);

(b) Commercial communications, including transponder charges, the Mission share of various leased lines established by the Global Service Centre in Brindisi, Italy, Internet services, telephone charges and local leased lines, radio frequency licences, a post office mailbox in New York and global positioning system tracking services for close protection staff ($2,648,100);

(c) Maintenance of equipment and communications support services, including the cost of a managed support contract with the manufacturer of handheld radios, a centralized wide area network communications support service and a global support contract with the Global Service Centre for the provision of videoconferencing ($302,300);

(d) Spare parts and supplies ($292,400);

(e) The acquisition of broadcasting equipment and services, printing and reproduction supplies and maintenance, and subscriptions for public information ($527,100).

245. The variance between the 2017 requirements and the 2016 approved budget relates mainly to the gradual replacement of the more costly satellite-based Internet service with terrestrial-based optical fibre Internet service, more favourable new cell

phone contract terms, cost sharing of the Motorola TETRA system centralization at the Global Service Centre/United Nations Logistics Base in Brindisi, a decrease in the value of assets and reduced requirements for broadcasting, printing and reproduction services.

246. The unencumbered balance in 2016 relates mainly to the gradual replacement of the more costly satellite-based Internet service with terrestrial-based optical fibre Internet service and more favourable new cell phone contract terms.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Information technology	2 407.9	2 997.3	(589.4)	2 407.9	2 700.7	292.8	3 290.1

247. The provision of $2,700,700 reflects requirements for information technology with respect to:

(a) The acquisition of laptops and network equipment to replace laptops that have reached or exceeded their scheduled life cycle ($302,300);

(b) The acquisition, support and maintenance of various software applications and the cost of enterprise licences ($677,700);

(c) The provision of centralized information technology services to Mission headquarters in Kabul and to all field offices, as well as centralized data storage services at the United Nations Logistics Base in Brindisi and uninterrupted power supply maintenance support ($1,352,900);

(d) Spare parts and supplies ($367,800).

248. The variance between the 2017 requirements and the 2016 approved budget relates mainly to the replacement of aged critical information technology equipment items, additional requirements for backup software, data recovery software and EarthMed maintenance and support, and the inclusion of the annual support cost for the new Check Point firewall system. The focus of the proposed replacement programme is centred on critical core mission systems.

249. The overrun in 2016 relates mainly to the increased price of computer notebooks and the acquisition of information technology equipment to replace assets that have passed their life expectancy.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Medical	619.6	558.8	60.8	619.6	594.9	(24.7)	534.1

250. The provision of $594,900 reflects requirements for the provision of medical services to staff deployed at all locations in Afghanistan, including cost-share funding for the Medical Emergency Response Team ($196,300), repairs and maintenance of diagnostic and laboratory equipment and replacement parts ($32,600) and medical supplies, including medicines and laboratory supplies ($366,000).

251. The variance between the 2017 requirements and the 2016 approved budget reflects mainly the reduction in acquisitions of new medical equipment. However, there is an increase in the funding requirement for supplies, specifically security items to comply with requirements under the minimum operating security standards.

252. The unencumbered balance in 2016 relates mainly to the reduced projected cost of medical evacuations in 2016 as a result of the use of commercial air services.

	Appropriation 2016	*Estimated expenditures 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements 2017*
Other supplies, services and equipment	2 359.1	2 666.3	(307.2)	2 359.1	2 421.8	62.7	2 729.0

253. The provision of $2,421,800 reflects requirements for other supplies, services and equipment with respect to:

(a) Welfare items for the Mission compound in Kabul and field offices, including replacement and maintenance of welfare and recreational facilities, recreation and entertainment equipment and supplies and other welfare items ($74,000);

(b) Uniforms, flags and decals for security personnel, including uniforms for local security guards and drivers ($134,600);

(c) Personal protection gear for staff in engineering, transport, supplies and movement control ($56,800);

(d) Training fees, supplies and services ($133,000);

(e) Official functions for field offices ($23,000);

(f) Hospitality for the use of the Special Representative and Deputy Special Representative of the Secretary-General in supporting their official interactions and those of their senior teams with other international stakeholders ($19,000);

(g) General insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the Mission area ($49,600);

(h) Bank charges payable to financial institutions in locations where the Mission maintains bank accounts ($916,800);

(i) Miscellaneous claims and adjustments to cover third-party claims for incidents caused by Mission staff in the course of the performance of their official duties and claims for the loss of personal effects ($31,500);

(j) Freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies, shipment of equipment and the cost of demurrage and storage ($907,600);

(k) Rations, including the maintenance of the emergency stock of rations and the supply of filtered water in the offices for consumption by staff ($75,900).

254. The variance between the 2017 requirements and the 2016 approved budget relates to the UNAMA share of the increase from Headquarters in New York of distributed bank charges from the cash pool, an increase in training fees due to the different training fee rates planned for the year and an increase in the funding requirement for uniforms for security guards based on the actual usage in 2016.

255. The overrun in 2016 relates to: (a) increased actual cost of security staff uniforms; (b) the UNAMA share from Headquarters in New York of distributed bank charges from the cash pool; and (c) increase in freight costs.

V. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and of the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

Eleventh report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for the biennium 2016-2017 (A/70/7/Add.10)

The Advisory Committee was also provided with information on positions vacant for two years or longer, which reflected a total of 16 vacancies across three missions (3 in UNAMA, 9 in UNAMI and 4 in the Office of the Special Envoy of the Secretary-General for Syria). **The Committee reiterates the view that, as a matter of overall policy, the continuing requirement for posts that have been vacant for two years or longer should be reviewed and justifications provided for their retention in the proposed programme budget. Otherwise, they should be proposed for abolishment. The Committee reiterates that, in his future budget proposals, the Secretary-General should continue to provide information on vacancies, if any, that have existed in the special political missions for two years or longer (see A/69/628, para. 18). The Committee reiterates its view that, as a general principle, all positions should be filled expeditiously.** (para. 20)

A P-5 position (Senior Political Affairs Officer) became vacant on 2 January 2014. The Mission posted a position-specific job opening valid from 16 December 2015 through 14 January 2016. The case was submitted to the Field Central Review Board on 5 April 2016 after the programme manager had completed the evaluation and assessment of the candidates; the position was then encumbered from 1 July 2016

The National Professional Officer position of Assistant Political Affairs Officer in the central regional office in Kabul became vacant on 12 April 2013 and was advertised in 2014. The Section where the position is located had intended to recruit a female candidate. However, given the difficulty in attracting female applicants, this has not been possible. The position is proposed for abolishment in the 2017 budget

The National Professional Officer position of Assistant Security Officer in Nangarhar (Jalalabad) regional office became vacant 1 October 2014. The position is proposed for abolishment in the 2017 budget

In addition, the Advisory Committee notes the lack of criteria for stocking spare parts and replacing vehicle parts for special political missions. In the case of UNAMA, the Committee was informed, upon

The UNAMA methodology resulted in a 98.0 per cent utilization rate during the biennium 2014-2015 and a 99.5 per cent operational availability rate, thereby keeping United Nations staff safe in reliable armoured

Brief description of the recommendation	*Action taken to implement the recommendation*
enquiry, that the provision for spare parts for 2016 ($558,100) underground transportation would cover spare parts and repairs and maintenance for 309 vehicles, based on a monthly average cost formula for each type of the vehicle. **The Committee is of the view that the Secretary-General should improve the methodology for the formulation of budgetary requirements for stocking spare parts and replacing vehicle parts for special political missions.** (para. 26)	vehicles and extending the life of passenger armoured vehicles to 15 years. This allowed a postponement of the acquisition of replacements costing approximately $160,000 per vehicle for up to 244 vehicles. Postponing $39 million for 7 years for an indicative outlay of $8.3 million over 15 years is regarded as good stewardship of resources provided by Member States
The Secretary-General indicates that the higher percentage of computing device holdings proposed for 2016 is due mainly to the higher-than-standard holdings in missions such as UNAMI (205), UNAMA (102) and UNSOM (68), which require such equipment for, inter alia, training facilities, Internet cafés, information technology maintenance services and CarLog systems for vehicles (A/70/348, para. 60). It is nonetheless not clear to the Advisory Committee how these requirements are determined. In its review of the financing of peacekeeping operations for 2015/16, the Committee considered that the ratios for computer holdings should include provisions relating to the recommended quantities of devices set aside for general purposes and for emergency security situations. The Committee also questioned the need to continue to procure new computer devices in view of the large numbers of devices in missions that were not currently designated to individual staff (see A/69/839, para. 121). **The Committee is of the view that any policy guidance to be developed in this regard for peacekeeping operations should also apply to special political missions.** (para. 28)	UNAMA computing devices are within the 1:1 ratio for all individual allocations, general purposes and emergency security situations. In 2016, there are 1,648 personnel and a total holding of 1,624 computing devices, including 107 itemized in nine categories for general purposes and emergencies. The prudence of the UNAMA holdings, including devices not designated to individuals, was demonstrated by the success of business continuity during the hostilities in September and October 2015, during which the UNAMA compound at Kunduz was destroyed and other UNAMA compounds were closed at Baghlan (Pul-e-Khumri), Badakhshan (Fayz Abad) and Faryab (Maymana), resulting in the relocation of some staff to Kabul
The proposed resources for air operations amount to $45.2 million for 2016, compared with the approved budget of $59.7 million for 2015 and the expenditure of $48.4 million for 2014 (ibid., paras. 62-65). The proposed resources for 2016 represent a decrease of $14.5 million, or 24.3 per cent, compared with the appropriation for 2015. At the same time, the total flying hours will increase from 5,810 hours actually flown in 2014 and 7,493 budgeted flight hours for 2015 to a projection of 8,060 hours in 2016. The resources proposed for UNAMI, UNAMA and UNSOM represent 81 per cent of the overall	The budget proposal for 2016 for UNAMA included an additional reduction of $2 million as compared with 2015 under requirements for air operations. The Mission continues to make an effort to innovate and introduce leading practices when reviewing requirements for air operations. The 2017 budget proposal includes another reduction of $2.6 million resulting from the reconfiguration of the fixed-wing aircraft fleet

Brief description of the recommendation	*Action taken to implement the recommendation*
resources requested under air operations in 2016. It is indicated that the reductions in the proposed resources for air transportation in UNAMA, UNAMI and UNSMIL are slightly offset by a new requirement for the Office of the Special Envoy of the Secretary-General for Yemen owing to the current unavailability of commercial flights to Sana'a (see A/70/7/Add.16, para. 14), and by an additional requirement for the newly mandated activities of UNSOM. While in Somalia, UNSOA (renamed as UNSOS by the Security Council in its resolution 2245 (2015)) and UNSOM have revised their cost-sharing ratio from 70:30 to 52:48 in the latter part of 2016 as the result of the expanded mandate of UNSOM in the region, the 2015 ratio is maintained for the four missions located in West Africa (65:20:10:5 for UNOWA, UNIOGBIS, the Office of the Special Envoy for the Sahel and United Nations support for the Cameroon-Nigeria Mixed Commission). **The Advisory Committee stresses that the Secretary-General should continue to review the resource requirements for air operations for the special political missions and report thereon in future budget proposals.** (para. 30)	
The Advisory Committee recalls that, during its consideration of the proposed budget for 2015, it received, upon request, a detailed breakdown of the travel requirements proposed for each of the special political missions for 2015 (see A/69/628, para. 31). The Committee subsequently requested, but did not receive, detailed information on actual trips taken during 2015, compared with the trips planned for the year. The Committee was informed that there is no mechanism or process currently in place that allows compilation of the detailed breakdown of actual travel costs without investing significant staff resources and time in the preparation of such information. **The Committee expects that with the implementation of Umoja, comparative information related to trips planned and actually taken during 2016 will be made available in the context of the proposed resource estimates for special political missions for 2017.** (para. 31)	The comparative information on trips planned and actually taken during 2016 has been prepared and is available for submission

Brief description of the recommendation	*Action taken to implement the recommendation*
The resource requirements proposed under official travel amount to $17.5 million for 2016, representing a decrease of $2.9 million compared with the appropriation of $20.3 million for 2015 (see A/70/348, table 9). The Advisory Committee requested a detailed breakdown of the travel requirements proposed for each of the special political missions for 2016, but only received the information at a very late stage of its consideration of the budget for 2016, which does not allow an in-depth analysis of the information by the Committee. **The Committee understands that a detailed breakdown of planned trips is prepared as part of the budget preparation process and considers that it should be made available to the Committee along with the supplementary information to the budget proposals.** (para. 32)	A detailed breakdown of planned trips has been prepared and is available for submission
In its consideration of the proposed programme budget for the biennium 2016-2017, the Advisory Committee recalled that the matter of official travel for staff had been under review for several years (A/70/7, paras. 106 and 107). The General Assembly endorsed a number of measures for the effective and efficient utilization of resources for air travel, including a recommendation in its resolution 65/268 (annex, para. 2 (e)) that the Secretary-General instruct staff to purchase tickets at least two weeks in advance of travel, where possible (see para. 37 below). In addition, in resolution 67/254 A, the Assembly endorsed a number of related recommendations of the Advisory Committee, including more frequent use of videoconferencing, telephone conferencing or webcasting; heavier reliance on staff assigned to local duty stations or to nearby regional or subregional offices to fulfil tasks and provide support, rather than bringing in staff from central locations; and reducing the requirements for accompanying staff in the event that a senior official needs to travel. **The Advisory Committee reiterates its view that missions should, wherever feasible, balance increased requirements for travel in certain areas by seeking alternative means of communication in others (A/69/628, para. 31).** (para. 36)	With the implementation of Umoja, requests to purchase tickets for official travel less than 16 days prior to travel require proper justification. Furthermore, the Mission has decided to use video/telephone conferencing and webcasting instead of staff undertaking official travel. In addition, staff are deployed from the Mission headquarters to field offices on short-term, temporary duty assignments to carry out tasks and provide support

Brief description of the recommendation	*Action taken to implement the recommendation*
Concerning the rates of compliance with the policy of 16-day advance booking of tickets by the special political missions, the Advisory Committee notes from the information it received upon request that compliance rates of less than 50 per cent have been recorded for more than half of the missions, thereby leading to travel costs that are considerably higher than necessary. **While recognizing that for some missions, the nature of the work involved and the related travel requirements can vary along with the predictability of certain types of trips, the Committee would have expected a higher overall rate of compliance across the missions. The Committee therefore recommends that the Secretary-General be requested to ensure monitoring of and compliance with the advance booking requirements and that additional efforts be undertaken to improve the planning of official trips and the related use of travel resources (see A/70/7, chap. I, para. 114). Furthermore, the Committee is of the view that information on the annual compliance rates of the special political missions should be provided in the context of the budget for 2017.** (para. 37)	The Mission will continue to monitor compliance with the requirement for advance booking. With Umoja implementation effective 1 November 2015, compliance with advance booking has changed from 21 days to 16 days. The Mission has reminded staff to submit all official business travel requests 16 days in advance of departure or provide compelling reasons to support travel requests which are submitted less than 16 days before travel. Certifying officers in the Mission have been requested not to approve late travel requests submitted without satisfactory justification
The Advisory Committee recalls that no provision for consultants is proposed for 2016 under missions of thematic cluster II, as a result of the efforts made since 2010 to gradually reduce the reliance on consultants engaged in support of the panels of experts, as well as to strengthen the related roster and to recruit experts with the requisite professional and language skills. The Advisory Committee has welcomed the efforts made in this regard (A/70/7/Add.12, para. 13). **While recognizing that the use of external consultants may be necessary to acquire specialized expertise not readily available in-house, the Advisory Committee stresses its view that reliance on the use of external consultants should be kept to an absolute minimum and that the Organization should build and use its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (A/70/7, para. 116). The Committee has also made comments and recommendations on resources proposed for consultants in UNOCA for 2016 (see A/70/7/Add.13, para. 29).** (para. 40)	UNAMA engages consultants for very specific training programmes that generate value to the Mission. Consultants are usually recruited for 7 to 15 days to upgrade staff substantive and technical skills. Their engagement has been demonstrated to be very cost effective as a large number of staff have benefited from the training

Brief description of the recommendation	*Action taken to implement the recommendation*
The Secretary-General indicates that by February 2015, there were 15 units providing close protection services in eight field missions (UNAMI, UNAMA, UNSMIL, UNSOM, UNSCO, UNSCOL, Office of the Special Envoy of the Secretary-General for Yemen and Panel of Experts on Yemen); two units conducting security liaison operations in two missions (Office of the Special Envoy of the Secretary-General for Syria and MENUB); and a total of 210 posts/positions authorized (A/70/348, para. 47). Further, the Department of Safety and Security has commenced an overall review and consolidation of the existing security resources within the Secretariat (Departments of Peacekeeping Operations, Field Support and Political Affairs) in response to a separate recommendation of the Advisory Committee related to close protection in peacekeeping and special political missions (see A/68/7/Add.27, para. 7). This consolidation aims at optimizing the deployment of close protection officers and streamlining the protective operations and related processes (A/70/348, para. 45). Upon enquiry as to the impact of the consolidation exercise on the security-related positions, the Committee was informed that the exercise was currently in its initial planning phase and was expected to begin in 2016. **The Advisory Committee expects that the Secretary-General will report on the progress of the review and consolidation exercise related to close protection in his budget for special political missions for 2017.** (para. 42)	UNAMA currently receives technical guidance on close protection operations in Afghanistan from the Protection Coordination Unit in the Department of Safety and Security. No further direction has been received from the Department on the consolidation of all close protection services
The Advisory Committee commented on the results-based-budgeting frameworks related to the special political missions in its previous report (A/69/628, para. 35). In this regard, the Committee notes improvement in the frameworks for some missions, such as the improved presentation of performance information for the current financial period for UNAMA (A/70/7/Add.14, para. 6). However, the Committee continues to note that a number of expected accomplishments and indicators of achievement for some missions lack clarity or specificity regarding what could have been achieved and what can be specifically attributable to the concerned mission. For instance, indicators of achievement or performance measures should be	The results-based-budgeting framework of UNAMA for 2017 builds on improvements made in 2016 and further refines the indicators of achievement to better reflect what can be realistically achieved by the Mission in 2017

Brief description of the recommendation	*Action taken to implement the recommendation*
more precise and measurable for UNSCOL and UNSMIL (see A/70/348/Add.3, table 17, indicators of achievement (a) (i)-(iii), and table 23, (b) and (c) (i)), as well as for UNAMI (A/70/348/Add.5, para. 37, indicator of achievement (e) (ii)). Furthermore, one of the indicators of achievement for the Office of the Special Envoy of the Secretary-General for Syria (see A/70/348/Add.1, table 20, (b) (i)) still lacks clarity with respect to the whole spectrum of Syrian opposition groups, which does not include groups listed by the Security Council as terrorist organizations (see A/69/628, para. 35), even though an adjustment has been made in response to the comment by the Advisory Committee in its previous report (A/69/628, para. 37). In addition, in the case of the Office of the Special Envoy of the Secretary-General for Yemen, following an enhancement of the Office's role by the Security Council, the related frameworks were not updated to reflect what the Office should accomplish in relation to the latest developments (A/70/348/Add.16, table 1, (a)-(c); see also A/70/7/Add.16, para. 10). **The Advisory Committee reiterates its view that certain expected accomplishments and related indicators of achievement can be improved in order to better reflect what could realistically be achieved by the respective missions and the activities for which the mission could be held accountable during the relevant performance period (A/69/628, para. 35).** (para. 47)	
Furthermore, it is stated that, in recognition of the need to equip staff with the skills necessary to deliver on the increasingly complex and demanding mandates of special political missions, the Department of Political Affairs, in collaboration with the Departments of Field Support and Peacekeeping Operations, is conducting a review of the training needs of staff to be deployed to special political missions, taking into account the civilian predeployment training offered by the Global Service Centre in Brindisi, Italy (A/70/348, para. 34). Upon enquiry, the Advisory Committee was informed that the Department of Political Affairs is currently conducting a Department-wide training needs assessment that will inform its training strategy for 2016-2017. The current strategy originally covered	The Department of Political Affairs is conducting a global Department-wide training needs assessment that will inform its training strategy for 2016-2017. The Integrated Mission Training Centre has been informed of the recent changes in the predeployment training needs and the redesign of the course. The Mission has not yet received the Department-wide training needs assessment

Brief description of the recommendation	*Action taken to implement the recommendation*
2013-2014 but was rolled over, with some small changes, into 2015, in order to align with the budget cycle. The needs assessment will cover both the Headquarters and field training needs and will address, inter alia, induction and predeployment training needs and will take into account existing training courses. **The Advisory Committee looks forward to receiving information on the training needs assessment, which should be completed in advance of the next budget proposal.** (para. 55)	
The Advisory Committee was also informed upon enquiry that during the first half of 2016, the Support Office would evaluate its staffing requirements as a result of the deployment of Umoja. To the extent that there would be further changes in staffing, these would be presented as part of the 2017 budget proposals for the client missions of the Support Office. **The Committee expects that the Secretary-General will provide information in the budget proposal for 2017 on the result of the staffing requirement evaluation of the Support Office to be undertaken during the first half of 2016.** (para. 60)	The outcome of the review resulted in reductions in staffing levels contributed by UNAMA and UNAMI, and have been reflected in the budget proposal of the missions in 2017
The Advisory Committee notes from the proposed budget for UNRCCA that the host Government provides premises and utilities free of charge to the Mission (A/70/348/Add.3, para. 144). Upon enquiry, the Committee was informed that the Office of the Special Envoy of the Secretary-General for the Sahel, UNOWA and CNMC also receive premises free of charge from the host Government, while UNAMA and UNAMI are exempted from fees for aircraft landing, take-off and parking, in addition to receiving free premises. **The Committee expects that such information will be included in future reports of the Secretary-General.** (para. 65)	Information concerning support provided by the host country is available for submission
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
United Nations Assistance Mission in Afghanistan	
Fifteenth report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for the 2016-2017 (A/70/7/Add.14)	
Performance information for 2015 is contained in table 1 of the report. The Advisory Committee notes that the narrative information relating to the	A similar format is used in the 2016 performance report

Brief description of the recommendation	*Action taken to implement the recommendation*
achievement of the different performance indicators has been revised to include details on: (a) whether the target will be achieved by the end of the reporting period; (b) the status of achievement of the expected accomplishments for the period from January to May of the reporting period, including success factors or factors that may have had a negative impact on the achievement of planned results; and (c) the projected accomplishments to be achieved during the period from June to December 2015. Upon enquiry, the Committee was informed that the revised presentation was designed to provide greater clarity and transparency with regard to the achievement of the expected accomplishments, taking into account the timing of the submission and the review and finalization of the budget proposal for the subsequent financial period. **The Committee welcomes the efforts to improve the presentation of performance information for the current financial period for UNAMA and trusts that consideration will be given to introducing similar improvements in future reports in respect of other special political missions.** (para. 6)	
Concerning those components to be included under a distinct pillar relating to supply chain management, the Advisory Committee was informed, upon enquiry, that the pillar would comprise the Engineering, Integrated Warehousing, Air Operations, Geospatial, Information and Telecommunications Technologies, Surface Transport, Movement Control, Property Management and Procurement Sections and the Facility Management Unit. In this connection, the Committee recalls its comments relating to the comprehensive supply chain management strategy under development by the Department of Field Services in its report on the fifth annual progress report on the implementation of the global field support strategy (A/69/874, paras. 30-34). Specifically, the Committee recommended that details relating to the supply chain management strategy be included in the next overview report of the Secretary-General on peacekeeping operations. **The Committee trusts that the expected impact of structural changes introduced in UNAMA in 2016 will be included in the reporting on the global supply chain management initiative led by the Department of Field Support.** (para. 19)	Full implementation of the supply chain management strategy will be carried out in UNAMA in phases over several years and aligned broadly with the progressive implementation of the SAP systems applications supply chain functions in Umoja. 2016 is the first year in UNAMA that a partial separation of supply chain and logistics service delivery was achieved. The launch in Umoja of the service delivery module commenced on 1 July 2016 and further structural definition between the supply chain and service delivery pillars can be considered for 2017. The scheduled completion of Umoja foundation in 2017 and Umoja Extension 2 in 2018 will provide the support necessary for further development of the UNAMA supply chain in 2018

Brief description of the recommendation	*Action taken to implement the recommendation*
The Secretary-General also proposes the merging of functions of the Communications and Information Technology Section and the Geographic Information Section into a new Geospatial, Information and Telecommunications Technologies Section (ibid., para. 100). Reference is also made to the larger initiative currently under way in the Department of Field Support to consolidate and centralize geospatial capabilities at the Global Service Centre in Brindisi, Italy (ibid., para. 101). In this connection, the Advisory Committee notes that the consolidation in UNAMA will lead to the abolishment of 1 P-3 position of Chief Geographic Information Officer and 1 P-2 position of Associate Geographic Information Officer, both based in Kuwait as part of the UNAMA Support Office. The Committee was informed, upon enquiry that, as part of this initiative, UNAMA had already abolished one United Nations Volunteer position during 2015. **In this connection, the Committee expects that UNAMA will be part of the comprehensive lessons learned analysis of the impact and effectiveness of the initiative to consolidate and centralize geospatial capabilities.** (para. 20)	The comprehensive lessons learned analysis of the impact and effectiveness of the initiative to consolidate and centralize geospatial capabilities will incorporate all missions, including UNAMA
In its report on the Mission's resource requirements for the previous budgetary cycle, the Advisory Committee expressed the view that the budgetary presentation relating to the provision of security services required improvement, including the provision of sufficient detailed information thereon, and more specifically, clear information relating to contractual personnel provided by private security firms and details on how the release of supplies in support of such personnel is authorized and accounted for (see A/69/628/Add.2, paras. 42 and 43). This recommendation was subsequently endorsed by the General Assembly (resolution 69/274 B, sect. II, para. 2). During its current deliberations, the Committee requested and was provided with a detailed breakdown of the proposed security services, including the number and location of guards and the monthly costs per guard, which is contained in annex III to the present report. **The Committee affirms the General Assembly's request that detailed information relating to the resource requirements in respect of security services be included in future budget submissions for UNAMA.** (para. 33)	Detailed information relating to resource requirements in respect of security services for UNAMA is available for submission

Brief description of the recommendation	*Action taken to implement the recommendation*
In his report, the Secretary-General indicates, under the provision for other supplies, services and equipment, that bank charges payable to financial institutions in locations where the Mission maintains bank accounts are estimated at $853,200 for 2016 (A/70/348/Add.4, para. 220 (g)). Upon enquiry, the Advisory Committee was informed that the charges comprised a monthly flat fee covering the cost of converting United States dollars to Afghanis, cross-border transfers and cash delivery services ($60,000); local bank charges ($24,648); and bank statement and other charges ($108,552). The Committee was also informed that the monthly flat fee was the result of amendments to the related contract with the provider of the services, which had come into effect in January 2013. The Committee notes, in comparison, that the 2016 estimated resource requirements for bank charges payable by UNAMI amount to $60,000 (A/70/348/Add.5, para. 251 (f)), less than one tenth of the estimated costs for UNAMA for the same period. **The Committee is of the view that UNAMA, in collaboration with the Treasury at Headquarters, should review the existing contractual arrangements for the provision of its local and international banking services with a view to securing more favourable terms.** (para. 34)	In May 2016, UNAMA and the Treasury, Office of Programme Planning, Budget and Accounts, discussed what appear to be high bank charges incurred by the Mission and to explore options for reducing bank charges paid by UNAMA. It was, however, concluded that due to the nature of doing business in Afghanistan, which has limited secure financial institutions, there continued to be no feasible alternatives for obtaining banking services on more favourable terms The Treasury and the Mission will continue to seek opportunities to further discuss the issue of UNAMA bank fees with the service provider
For the 2016 budget proposal, the Advisory Committee was provided, upon request, with a breakdown of the proposed travel requirements, including a list of planned trips; the length, purpose and destination of the trips; the proposed number of travellers; and forecast travel costs per trip. Once again, the Committee notes frequent trips by Mission staff to United Nations Headquarters and other foreign destinations outside the Mission area, often with multiple travellers and for periods of up to 10 days. In addition, the Committee notes that the breakdown includes two 5-day trips from New York to Kabul to be undertaken by four Headquarters-based staff, at a forecast cost of $63,388. **The Committee stresses again that every effort must be made to ensure that funds made available for official travel outside the Mission area are used judiciously. Only those trips requiring direct face-to-face contact necessary for mandate implementation should be undertaken.** (para. 36)	As part of the internal approval process, proposals for all trips outside the Mission area are reviewed by programme managers to ensure that the trip is necessary and that the objectives of the meeting cannot be met in other ways, such as tele- or videoconferencing. Only those trips requiring direct face-to-face contact are approved

Brief description of the recommendation	*Action taken to implement the recommendation*
In the context of the budget proposal for UNAMA for 2016, the Advisory Committee was informed that the contribution made under this cost-sharing arrangement would provide the minimum backbone of core coordination support. Resources provided to the Resident Coordinator's Office in Afghanistan as part of the United Nations Development Group cost-sharing system amounted to $369,573 in 2015 or the equivalent of 50 per cent of the pro forma cost of one P-5 and one P-3 staff member and $60,000 for general operating expenses related to coordination. **The Committee notes that UNAMA contribution to the support of the Resident Coordinator and the United Nations country team in Afghanistan is part of a larger set of issues currently before the General Assembly and therefore intends to keep under review the matter of the related staffing component funded from the programme budget.** (para. 39)	The Mission will continue to work closely with the United Nations country team to achieve greater coherence, coordination, efficiency and alignment among its programmes and with the Government's national priority programmes and its Self-Reliance through Mutual Accountability Framework, as reflected in the 2015-2019 United Nations Development Assistance Framework. UNAMA will continue the process of identifying areas of work to be transferred in due course to the United Nations agencies, funds and programmes. To this end, the Mission will refocus its activities to more closely align with the work of the United Nation country team, while also strengthening cooperation and collaboration among United Nations entities, particularly in the areas of rule of law and governance. UNAMA will work closely with the United Nations country team to provide support to the Government of Afghanistan in these areas, with the Mission focusing its efforts on the provision of policy support while the relevant United Nations agencies, funds and programmes focus on operational issues and programmatic activities, including capacity-building

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission for Iraq

Sixteenth report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for the biennium 2016-2017 (A/70/7/Add.15)

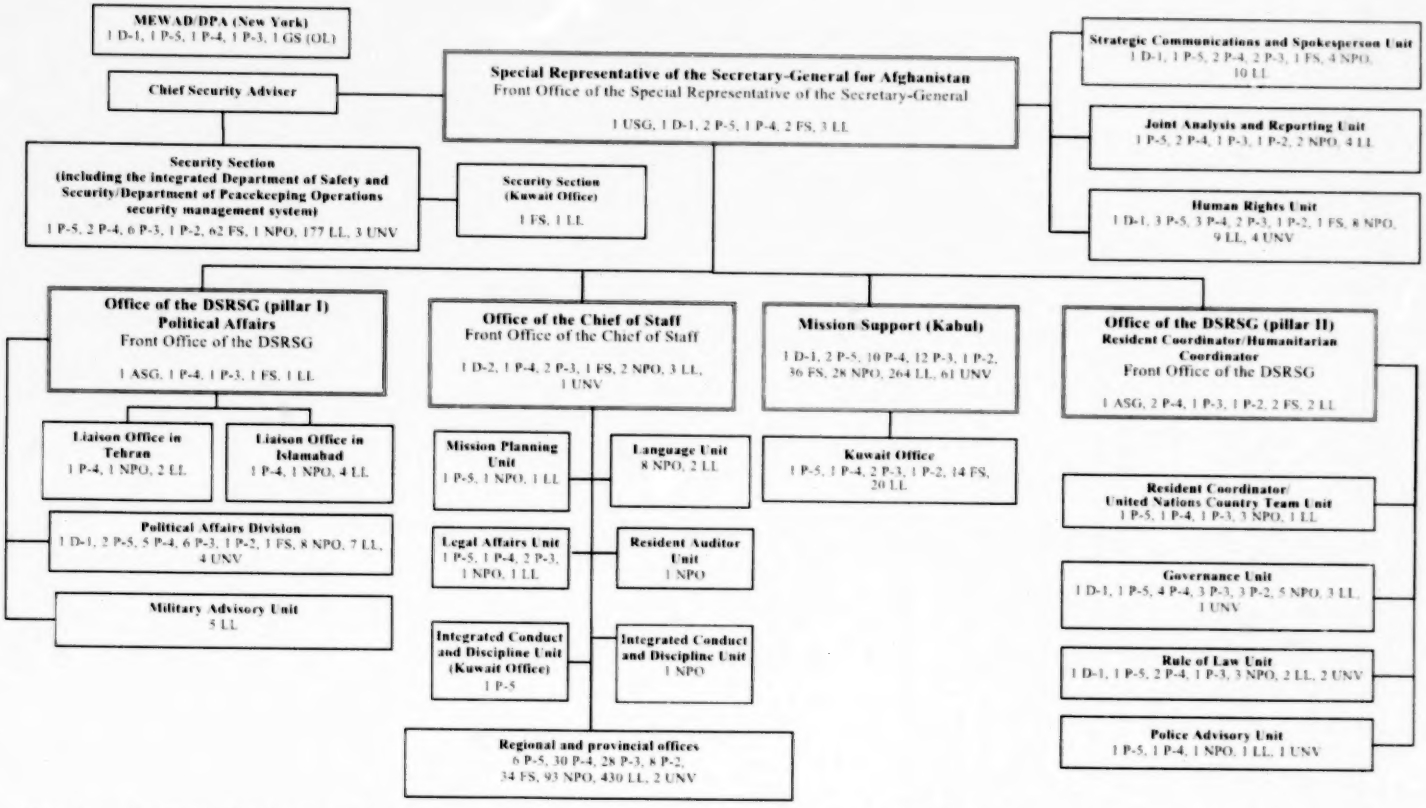
The Secretary-General proposes the merging of the Acquisition Management Section into the Central Warehouse Section, thus consolidating the processes of planning, acquisition of life support and major supply items, warehousing and inventory, and asset management. In that connection, it is proposed that nine positions (2 Contract Management Officer (Field Service), 1 Contract Management Assistant (Field Service), 1 Supply Assistant (Field Service) and 5 Supply Assistant (Local level)) be redeployed from the Acquisition Management Section to the Central Warehouse Section and that nine positions (3 Contract Management Assistant (Local level) and 6 Supply Assistant (Local level)) be abolished. Upon enquiry, the Advisory Committee was informed that merging the functions of those two sections would enhance staffing and operational efficiencies by	Umoja is the business process tool for supply chain and service delivery functions in UNAMA and the consolidation from legacy structures and functions will necessarily align with the SAP enterprise resource planning process embedded in Umoja. Great restraint will be exercised to keep customization to a minimum by ensuring that existing administrative processes are changed in line with the enterprise resource planning software as recommended by the Advisory Committee

Brief description of the recommendation	*Action taken to implement the recommendation*
reducing the number of staff carrying out similar functions and by synchronizing the acquisition process with the warehouse storage and issuance function, which would enable UNAMI to coordinate the ordering process and reduce obsolescence. (para. 20)	
The Advisory Committee welcomes the consolidation of similar or overlapping functions and looks forward to receiving in the next report of the Secretary-General information on efficiencies achieved and lessons learned. The Committee considers that the operations of other special political missions may also benefit from a similar consolidation of functions, where appropriate. (para. 21)	

Annex I

Organization charts

A. United Nations Assistance Mission in Afghanistan

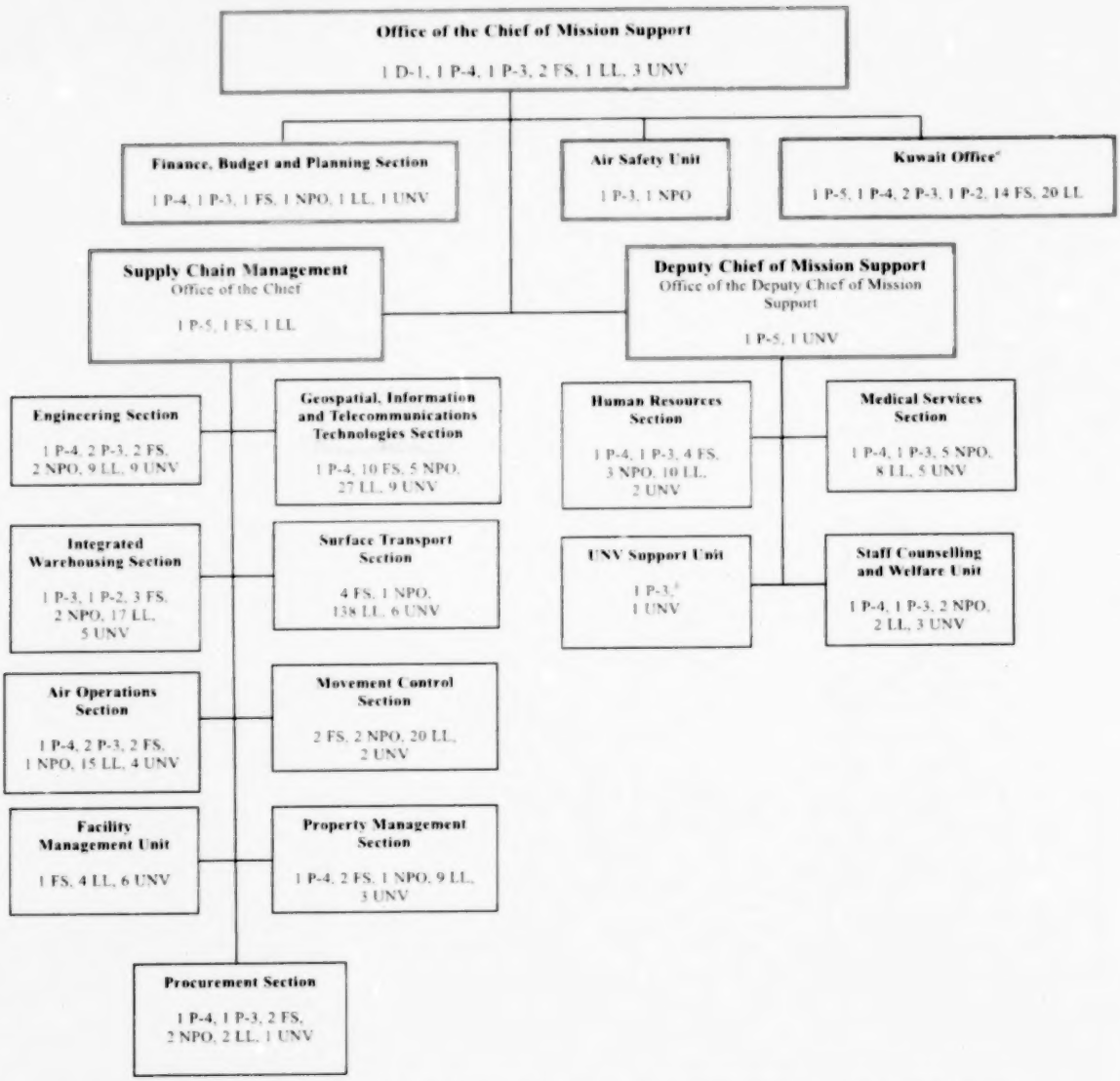

MEWAD/DPA (New York)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 GS (OL)
Chief Security Adviser
Special Representative of the Secretary-General for Afghanistan
Front Office of the Special Representative of the Secretary-General
1 USG, 1 D-1, 2 P-5, 1 P-4, 2 FS, 3 LL
Strategic Communications and Spokesperson Unit
1 D-1, 1 P-5, 2 P-4, 2 P-3, 1 FS, 4 NPO, 10 LL
Joint Analysis and Reporting Unit
1 P-5, 2 P-4, 1 P-3, 1 P-2, 2 NPO, 4 LL
Human Rights Unit
1 D-1, 3 P-5, 3 P-4, 2 P-3, 1 P-2, 1 FS, 8 NPO, 9 LL, 4 UNV
Security Section
(including the integrated Department of Safety and Security/Department of Peacekeeping Operations security management system)
1 P-5, 2 P-4, 6 P-3, 1 P-2, 62 FS, 1 NPO, 177 LL, 3 UNV
Security Section (Kuwait Office)
1 FS, 1 LL
Office of the DSRSG (pillar I)
Political Affairs
Front Office of the DSRSG
1 ASG, 1 P-4, 1 P-3, 1 FS, 1 LL
Liaison Office in Tehran
1 P-4, 1 NPO, 2 LL
Liaison Office in Islamabad
1 P-4, 1 NPO, 4 LL
Political Affairs Division
1 D-1, 2 P-5, 5 P-4, 6 P-3, 1 P-2, 1 FS, 8 NPO, 7 LL, 4 UNV
Military Advisory Unit
5 LL
Office of the Chief of Staff
Front Office of the Chief of Staff
1 D-2, 1 P-4, 2 P-3, 1 FS, 2 NPO, 3 LL, 1 UNV
Mission Planning Unit
1 P-5, 1 NPO, 1 LL
Language Unit
8 NPO, 2 LL
Legal Affairs Unit
1 P-5, 1 P-4, 2 P-3, 1 NPO, 1 LL
Resident Auditor Unit
1 NPO
Integrated Conduct and Discipline Unit (Kuwait Office)
1 P-5
Integrated Conduct and Discipline Unit
1 NPO
Regional and provincial offices
6 P-5, 30 P-4, 28 P-3, 8 P-2, 34 FS, 93 NPO, 430 LL, 2 UNV
Mission Support (Kabul)
1 D-1, 2 P-5, 10 P-4, 12 P-3, 1 P-2, 36 FS, 28 NPO, 264 LL, 61 UNV
Kuwait Office
1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 FS, 20 LL
Office of the DSRSG (pillar II)
Resident Coordinator/Humanitarian Coordinator
Front Office of the DSRSG
1 ASG, 2 P-4, 1 P-3, 1 P-2, 2 FS, 2 LL
Resident Coordinator/ United Nations Country Team Unit
1 P-5, 1 P-4, 1 P-3, 3 NPO, 1 LL
Governance Unit
1 D-1, 1 P-5, 4 P-4, 3 P-3, 3 P-2, 5 NPO, 3 LL, 1 UNV
Rule of Law Unit
1 D-1, 1 P-5, 2 P-4, 1 P-3, 3 NPO, 2 LL, 2 UNV
Police Advisory Unit
1 P-5, 1 P-4, 1 NPO, 1 LL, 1 UNV

Abbreviations: MEWAD/DPA, Middle East and West Asia Division, Department of Political Affairs; DSRSG, Deputy Special Representative of the Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; LL, Local level; UNV, United Nations Volunteer.

B. Regional and provincial offices

Kabul
1 P-5, 3 P-4, 3 P-3, 1 P-2, 4 FS, 14 NPO, 31 LL
Kandahar
1 P-5, 5 P-4, 2 P-3, 5 FS, 12 NPO, 58 LL
Herat
1 P-5, 4 P-4, 3 P-3, 1 P-2, 5 FS, 10 NPO, 33 LL
Balkh (Mazar-e-Sharif)
1 P-5, 4 P-4, 3 P-3, 5 FS, 13 NPO, 52 LL
Nangarhar (Jalalabad)
1 P-5, 4 P-4, 3 P-3, 3 P-2, 3 FS, 10 NPO, 49 LL
Paktya (Gardez)
1 P-5, 3 P-4, 2 P-3, 2 P-2, 4 FS, 11 NPO, 40 LL
Bamyan
1 P-4, 2 P-3, 1 FS, 4 NPO, 32 LL
Farah (Farah)
1 P-4, 2 P-3, 1 FS, 2 NPO, 22 LL, 1 UNV
Faryab (Maymana)
1 P-4, 2 P-3, 1 FS, 3 NPO, 19 LL
Badakhshan (Fayz Abad)
2 P-4, 3 P-3, 1 FS, 2 NPO, 29 LL, 1 UNV
Baghlan (Pul-e-Khumri)
1 P-4, 1 P-3, 1 P-2, 1 FS, 3 NPO, 26 LL
Kunduz
1 P-4, 2 P-3, 3 FS, 9 NPO, 39 LL

C. Mission Support (Kabul)

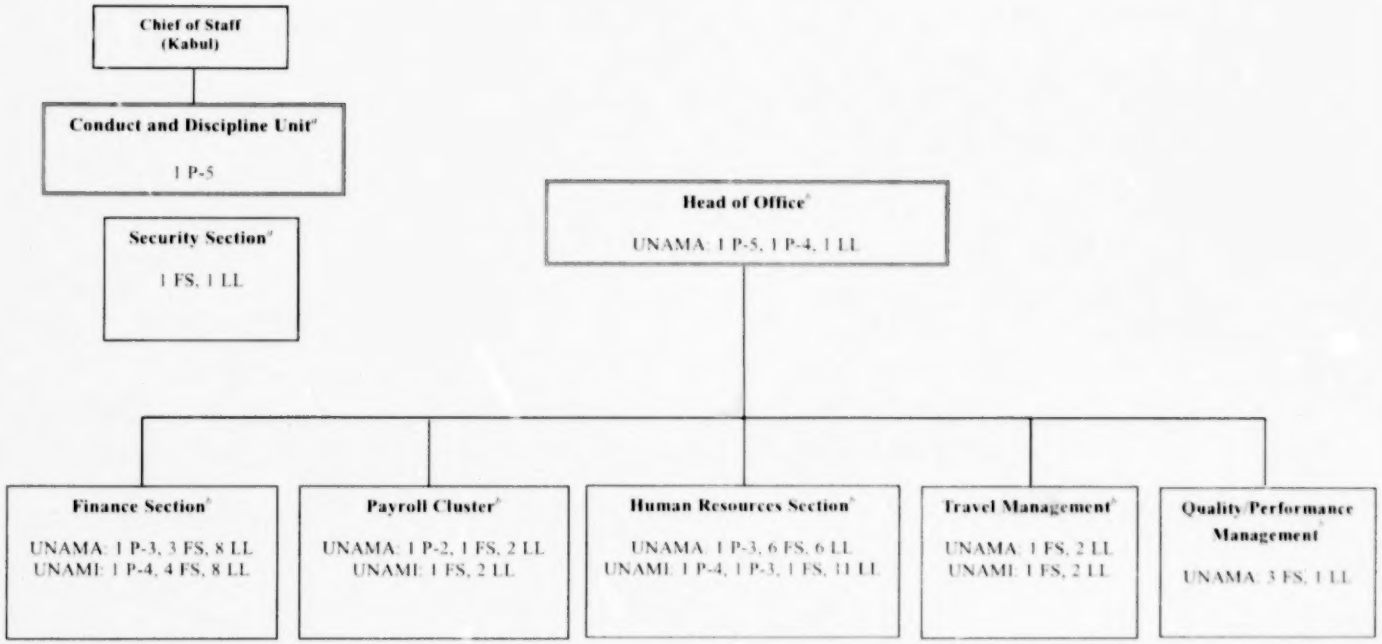

Office of the Chief of Mission Support
1 D-1, 1 P-4, 1 P-3, 2 FS, 1 LL, 3 UNV
Finance, Budget and Planning Section
1 P-4, 1 P-3, 1 FS, 1 NPO, 1 LL, 1 UNV
Air Safety Unit
1 P-3, 1 NPO
Kuwait Office[a]
1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 FS, 20 LL
Supply Chain Management
Office of the Chief
1 P-5, 1 FS, 1 LL
Deputy Chief of Mission Support
Office of the Deputy Chief of Mission Support
1 P-5, 1 UNV
Engineering Section
1 P-4, 2 P-3, 2 FS, 2 NPO, 9 LL, 9 UNV
Geospatial, Information and Telecommunications Technologies Section
1 P-4, 10 FS, 5 NPO, 27 LL, 9 UNV
Human Resources Section
1 P-4, 1 P-3, 4 FS, 3 NPO, 10 LL, 2 UNV
Medical Services Section
1 P-4, 1 P-3, 5 NPO, 8 LL, 5 UNV
Integrated Warehousing Section
1 P-3, 1 P-2, 3 FS, 2 NPO, 17 LL, 5 UNV
Surface Transport Section
4 FS, 1 NPO, 138 LL, 6 UNV
UNV Support Unit
1 P-3,[b] 1 UNV
Staff Counselling and Welfare Unit
1 P-4, 1 P-3, 2 NPO, 2 LL, 3 UNV
Air Operations Section
1 P-4, 2 P-3, 2 FS, 1 NPO, 15 LL, 4 UNV
Movement Control Section
2 FS, 2 NPO, 20 LL, 2 UNV
Facility Management Unit
1 FS, 4 LL, 6 UNV
Property Management Section
1 P-4, 2 FS, 1 NPO, 9 LL, 3 UNV
Procurement Section
1 P-4, 1 P-3, 2 FS, 2 NPO, 2 LL, 1 UNV

Abbreviations: FS, Field Service; NPO, National Professional Officer; LL, Local level; UNV, United Nations Volunteer.

[a] Kuwait Office does not include one P-5 for the Integrated Conduct and Discipline Unit, which reports to the Chief of Staff (Kabul); and one Field Service and one Local level position, which report to the Security Section (Kabul).

[b] Funded by the United Nations Volunteer programme support cost.

D. Consolidated Kuwait Office


Chief of Staff
(Kabul)
Conduct and Discipline Unit[a]
1 P-5
Security Section[a]
1 FS, 1 LL
Head of Office[b]
UNAMA: 1 P-5, 1 P-4, 1 LL
Finance Section[b]
UNAMA: 1 P-3, 3 FS, 8 LL
UNAMI: 1 P-4, 4 FS, 8 LL
Payroll Cluster[b]
UNAMA: 1 P-2, 1 FS, 2 LL
UNAMI: 1 FS, 2 LL
Human Resources Section[b]
UNAMA: 1 P-3, 6 FS, 6 LL
UNAMI: 1 P-4, 1 P-3, 1 FS, 11 LL
Travel Management[b]
UNAMA: 1 FS, 2 LL
UNAMI: 1 FS, 2 LL
Quality Performance Management[b]
UNAMA: 3 FS, 1 LL

Abbreviations: FS, Field Service; LL, Local level

[a] Component of the UNAMA Support Office in Kuwait

[b] Component of the Kuwait Joint Support Office

Annex II

Estimated cost of security for 2017

(United States dollars)

Description	*Estimated cost*
International staff[a]	17 150 100
National staff[b]	12 702 300
United Nations Volunteers[c]	141 200
Security services	10 920 100
Acquisition of security and safety equipment	688 900
Uniforms and training	224 400
Field defence stores	79 400
Total	**41 906 400**

[a] Including 102 international positions (1 P-5, 2 P-4, 12 P-3, 2 P-2/1 and 85 Field Service).
[b] Including 403 national positions (5 National Professional Officer and 398 Local level).
[c] Three United Nations Volunteers.

Annex III

Information on 2016 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
Platform to launch substantive activities of the United Nations agencies, funds and programmes	• Food and Agriculture Organization of the United Nations • International Atomic Energy Agency • International Fund for Agricultural Development • International Labour Organization • International Organization for Migration • Joint United Nations Programme on HIV/AIDS • Office for the Coordination of Humanitarian Affairs • Office of the United Nations High Commissioner for Human Rights (OHCHR) • Office of the United Nations High Commissioner for Refugees • United Nations Children's Fund • United Nations Conference on Trade and Development • United Nations Department of Safety and Security • United Nations Development Programme (UNDP)	Budget provided by the Development Operations Coordination Office amounts to $361,866 in 2016 to support one National Professional Officer and coordination funding, including for the United Nations Development Assistance Framework and related coordination functions, including the Framework working groups and related integrated annual workplans undertaken by the United Nations country team	The Office of the Resident Coordinator, as part of an integrated structure, is housed in UNAMA. It coordinates development activities and provides guidance to all United Nations agencies, funds and programmes throughout Afghanistan. The existing mechanisms include working groups for United Nations programme delivery frameworks. This includes the United Nations Development Assistance Framework and related integrated annual workplans, with a focus on thematic working groups on cross-cutting issues. The overall national mechanism whereby the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) leads and coordinates all United Nations agencies is the United Nations country team

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
	• United Nations Educational, Scientific and Cultural Organization • United Nations Entity for Gender Equality and the Empowerment of Women • United Nations Environment Programme • United Nations Human Settlements Programme • United Nations Industrial Development Organization • United Nations Mine Action Service • United Nations Office for Project Services • United Nations Office on Drugs and Crime (UNODC) • United Nations Population Fund • World Food Programme • World Health Organization • Asian Development Bank • International Monetary Fund • World Bank		
United Nations elections support	UNDP	UNDP continues to support Afghanistan's electoral processes through the project initiation plan, which provides assistance to the Independent Election Commission and the Independent Electoral Complaints	Pursuant to its mandate, the United Nations supports increased integrity, inclusiveness and sustainability of future elections. UNAMA provides in-depth political analysis, seeks to ensure coherence in

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		Commission. The project focuses on providing assistance for the electoral reform process and on the clarity of that process and the electoral timeline and is expected to support development of a new electoral support project in coordination with the Government of Afghanistan, election management bodies and the international community. Continued support is expected to focus on capacity development, targeted towards electoral assistance with increased Government funding of elections and accountability to ensure sustainability. The project budget from January to June 2016 was $2,449,560. A review in June 2016 is aimed at extending support to the end of 2016	international assistance efforts and acts to support Afghan institutions (and relations between them) in carrying out their constitutionally mandated roles. UNDP provides technical support to the Independent Election Commission and the Independent Electoral Complaints Commission to enhance capacity, in addition to its support to Afghanistan's electoral reform process The most important existing mechanisms are: • Bilateral and multilateral UNDP/UNAMA donor meetings. Members include donors and key domestic stakeholders, as required • The United Nations internal elections coordination group, ensuring cross-mission and agency coherence of approach, including UNDP and UNAMA • Videoconferencing with Headquarters in New York, with the participation of UNAMA, UNDP and the Department of Political Affairs

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
Human rights	OHCHR	A contribution in the amount of $255,113 has been received from OHCHR for 2016 to support the overall human rights programme. Monthly situation reports, mid-year and annual progress reports, monthly financial reports and six-monthly/mid-year reports on budget allocation and activities are provided to OHCHR. A public annual report is submitted by the High Commissioner for Human Rights to the Human Rights Council on the activities of OHCHR in Afghanistan	The overall funding allocated by OHCHR supports a number of technical and advocacy related initiatives across the portfolio of human rights programmes, including protection of civilians; implementation of measures for the elimination of violence against women; law and women's access to justice; prevention and ending torture and arbitrary detention in Afghan Government detention facilities; child protection; and facilitation of an inclusive rights-based peace and reconciliation process through facilitation of the Afghan People's Dialogue on Peace led by Afghan civil society; and capacity-building workshops with civil society countrywide on protecting and preserving civil society space, and in order to promote civil society's role in following up on recommendations issued by the United Nations human rights mechanisms in Afghanistan. These activities include documentation and reporting, including through database management, capacity-building of key partners and staff, and outreach through a range of methods to key stakeholders, particularly in remote and insecure areas, all of which are

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			incorporated into the annual workplan of the Human Rights Unit
Afghan Peace and Reintegration Programme	UNDP	A total of $301,619,270 has been pledged and a total of $220,085,997 had been received as of March 2016 for the Afghan Peace and Reintegration Programme. UNDP is responsible for the programming of funds which amount to $139,671,978 (including $1,268,505 in interest income) out of the pledged amount of $221,205,252. Overall, the following amount of funds has been received from donor Governments to support the project: • Australia: $11,970,000 • Denmark: $7,961,741 • Estonia: $43,085 • Finland: $2,470,000 • Germany: $39,535,469 • Italy: $5,683,656 • Japan: $67,055,941 • Netherlands: $2,500,000 • Republic of Korea: $4,000,000 • Spain: $6,666,667 • United States of America: $5,000,000 (through UNDP)	UNAMA provides support to the Afghan Peace and Reintegration Programme and is engaged with stakeholders on policy issues, including contributing to reviewing projects under the Programme as a member of the technical committee UNDP support to the Programme assists the High Peace Council and the Joint Secretariat and its provincial structures in expanding its outreach, reintegration and community recovery components to promote peace, reconciliation and security in Afghan communities. UNDP works closely with the Joint Secretariat field operations and finance and development units to plan, implement and monitor the various components of the programme. UNDP technical support is being provided to the Joint Secretariat at the central level and to the Provincial Joint Secretariat Teams at the provincial level through six regional offices. The Afghan Peace and Reintegration Programme was officially closed on 31 March 2016 and the transitional plan for support to the High Peace Council was

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		• UNDP interest income: $1,363,011 • United Kingdom of Great Britain and Northern Ireland: $15,930,933 • United States: $50,000,000 (spent through the World Bank by the line ministries for the Programme)	initiated from April to July 2016. During that period, UNDP assisted the High Peace Council and the Joint Secretariat to carry out a programmatic and structural assessment of the structures of the Programme, design a new government strategy for peace and reconciliation, undertake consultations with stakeholders on future support and continue funding some of the very critical existing activities and structures of the Programme
Coordination and advocacy on counter-narcotics issues	UNODC	Financial resources provided by donors to the UNODC country programme in 2016 amounts to approximately $4,094,223 to support various programmes aimed at building the Government's capacity on counter-narcotics and work on alternative development initiatives. Financial resources provided by donors to the UNODC Regional Programme for Afghanistan and Neighbouring Countries in 2016 amounts to approximately $7,711,038	UNODC is the lead United Nations agency responsible for implementing programmes aimed at counter-narcotics, combating organized crime and anti-corruption, as well as delivering technical assistance related to criminal justice aspects of countering terrorism. Security Council resolution 2145 (2014) highlights the importance of cooperation between UNAMA and UNODC in this regard. The UNODC country programme for Afghanistan (2016-2019), approved on 16 December 2015, aims at contributing to the stability and development of Afghanistan by strengthening the criminal justice system and counter-narcotics efforts, including building the capacity of the Government of Afghanistan in the areas of health, alternative

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			development, crop monitoring, research, inter-agency cooperation and provincial outreach The Regional Programme for Afghanistan and Neighbouring Countries for the period 2011-2016 is a framework for coherent action and greater impact in the region to promote regional cooperation. It is owned by eight countries, including Afghanistan, its neighbours, Kyrgyzstan and Kazakhstan. The Programme aims at enhancing regional level counter-narcotics capacities by improved coordination and facilitation of new and ongoing regional initiatives, such as the confidence building measures within the Istanbul Process, the Triangular Initiative and the Afghanistan, Kyrgyzstan and Tajikistan Initiative. Phase II of the Regional Programme for the period 2016-2019 has been approved and was formally launched on 31 May 2016. Phase II has received universal support from Member States and identified new priority areas, including further joint counter-narcotics operations, practical, case-based training on legal matters, including responses to trafficking (in human beings, migrants and drugs), expansion and provision of international

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			drug prevention and treatment standards and harm reduction services, promotion of alternative development initiatives between Afghanistan and its neighbours and further detailed research into the illicit financial flows linked to Afghan opiate trafficking through the northern and southern routes The United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability established by UNODC and UNAMA continues to support inter-agency cooperation on organized crime
Medical Emergency Response Team	• UNAMA • UNDP • Resident Coordinator/United Nations country team	The project will receive $300,000 in 2016-2017 from the United Nations country team cost-sharing mechanism, which will support the purchase of two mobile trauma stabilization facilities. The UNAMA share under this mechanism amounts to approximately $83,500 UNDP manages this project, while UNAMA, through a memorandum of understanding with UNDP, hosts the specialized trauma medical personnel in its compounds and provides logistical support The United Kingdom and Sweden have provided funding for the Response Team project. This	The Medical Emergency Response Team project has been designed to provide trauma care, stabilization and support for medical evacuations throughout key provinces in Afghanistan. This recognizes the changing dynamics of the presence of the United Nations and international community, especially in the light of the evolving security situation This project provides an efficient emergency medical capacity to support United Nations and international humanitarian operations within Afghanistan and improve national emergency medical capacity to serve the Afghan population. Under the

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		project is budgeted at $2.1 million annually for the next three years	UNDP-UNAMA memorandum of understanding, by mid-2016 the Medical Emergency Response Team project had deployed personnel to nine locations across the country to ensure effective coverage This multi-year project has been developed to ensure that the United Nations can maintain a field presence and undertake monitoring. It also supports the international community in Afghanistan The Resident Coordinator and Risk Management Unit will continue to supervise and support monitoring activities to ensure the effective implementation and management of the Response Team